

KENTUCKY

Fall 2015 | Volume 14, Number 3

LAW ENFORCEMENT

Fixing
Kentucky's

**BROKEN
WINDOWS**

PAGE 42

Steve Beshear
Governor

J. Michael Brown
Justice and Public Safety
Cabinet Secretary

John W. Bizzack
Commissioner

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STAFF:

Dave Wilkinson, Editor
Diane Patton, Coordinator
Trang Baseheart
Abbie Darst
Kelly Foreman
Jim Robertson

CONTRIBUTORS:

Edliniae Sweat
Shawn Herron
Andrea Eslami
Rachel Lingenfelter

Cover Photography by Jim Robertson

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This publication is produced quarterly as a training and marketing tool for the Kentucky law enforcement community as well as public officials and others involved with law enforcement or the oversight of law enforcement. It includes best practices, professional profiles, technology and law updates of practical application and news-to-use for professionals in the performance of their daily duties.

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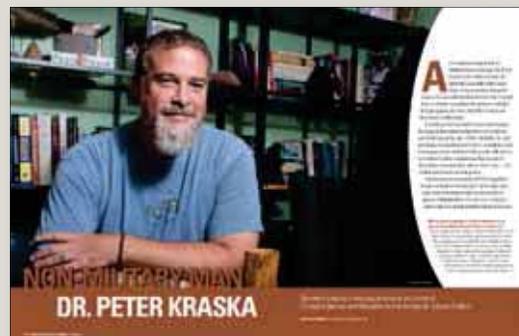
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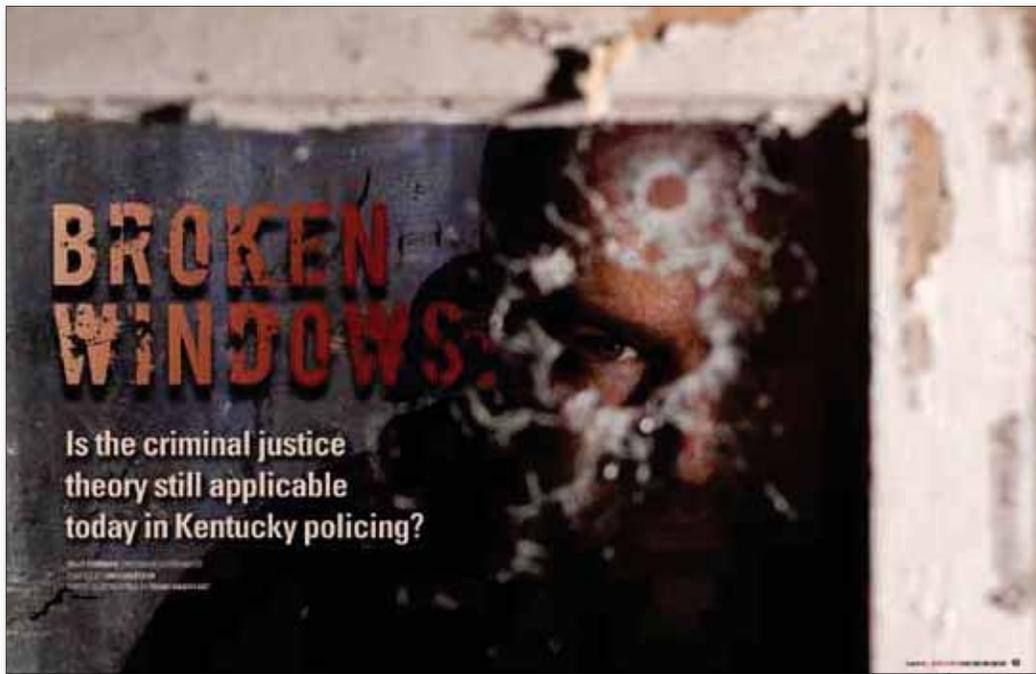
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NON-MILITARY MAN

Profiling Dr. Peter Kraska, Eastern Kentucky University Professor and Chair of Graduate Studies and Research in the School of Justice Studies



Address all correspondence to: KLE Staff, Funderburk Building
521 Lancaster Avenue, Richmond, KY 40475 | DOCJT.KLENN@ky.gov



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» The Kentucky Law Enforcement staff welcomes submissions of law enforcement-related photos and articles for possible submission in the magazine and to the monthly KLE Dispatches electronic newsletter. We can use black and white or color prints, or digital images. KLE news staff can also publish upcoming events and meetings. Please include the event title, name of sponsoring agency, date and location of the event and contact information.



Secretary's Column

Use of Force — Keeping Ahead of the Curve

J. MICHAEL BROWN | SECRETARY, JUSTICE AND PUBLIC SAFETY CABINET

The final report from the President's Task Force on 21st Century Policing was released in May. The report contained six main topic areas or "pillars."

The Department of Criminal Justice Training has long required policies for incoming recruit classes that squarely implement three of the six pillars — which include the always timely, and now highly focused upon, area regarding use of force.

There's no need for me to talk about the high-profile incidents that have captured our nation's attention and polarized communities. We know the names. However different they may be from one another, they all have the underlying issue of police response and justifiable use of force.

Beginning with the basic training class that started in June, each new recruit going through basic training at DOCJT not only is required to know all three sections of state law dealing with the use of force in law enforcement, they are required to memorize the language of the entire use of force statute, KRS 503.090.

- (1) The use of physical force by a defendant upon another person is justifiable when the defendant, acting under official authority, is making or assisting in making an arrest, and he: (a) Believes that such force is necessary to effect the arrest; (b) Makes known the purpose of the arrest or believes that it is otherwise known or cannot reasonably be made known to the person to be arrested; and (c) Believes the arrest to be lawful.
- (2) The use of deadly physical force by a defendant upon another person is justifiable under subsection (1) only when: (a) The defendant, in effecting the arrest, is authorized to act as a peace officer; and (b) The arrest is for a felony involving the use or threatened use of physical force likely to cause death or serious physical injury; and (c) The defendant believes that the person to be arrested is likely to endanger human life unless apprehended without delay.
- (3) The use of physical force, including deadly physical force, by a defendant upon another person is justifiable when the defendant is preventing the escape of an arrested person and when the force could justifiably have been used to effect the arrest under which the person is in custody, except that a guard or other person authorized to act as a peace officer is justified in using any force, including deadly force, which he believes to be necessary to prevent the escape of

SIX PILLARS OF POLICING IN THE 21ST CENTURY

- Building Trust and Legitimacy
 - Policy and Oversight
 - Technology & Social Media
 - Community Policing and Crime Reduction
 - Training & Education
 - Officer Wellness and Safety
-

a person from jail, prison, or other institution for the detention of persons charged with or convicted of a crime.

Because this statute is so vital, I encourage everyone to know it by heart and appreciate its underlying spirit.

I believe Kentucky's superior training — we require more training than any state in the union — is a major reason we have not experienced the lack of confidence and deteriorating community relations seen in other jurisdictions. Whether it is our basic training, leadership training or our crisis intervention training, Kentucky officers are more prepared to deal with tense situations.

Many of the tensions evidenced in other jurisdictions center around the interaction between law enforcement and racial minorities. Everyone reading this should be reminded that in 2010 Kentucky enacted a statewide prohibition against racial profiling, KRS 15A.195 calls for all local law enforcement agencies to have a policy against racial profiling designed after the model policy issued by the Kentucky Law Enforcement Council.

Both use-of-force statutes and racial profiling policies are reviewed every three years as part of the agency's Kentucky Law Enforcement Foundation Program Fund audit.

Adhering to these statutes and policies will enhance the safety of all Kentucky citizens, regardless of their race. It also will help ensure the safety and well-being of our law enforcement community as outlined in Pillar 6 of the president's report.

It is my belief that we are ahead of the curve in Kentucky with proactive policies and training on the use of force and racial profiling. It is my intent we stay there. ■



Commissioner's Column

Beyond Leeches

JOHN W. BIZZACK | COMMISSIONER, DEPARTMENT OF CRIMINAL JUSTICE TRAINING

John DeCarlo, former police chief of Branford, Conn., and now a professor at the John Jay College of Criminal Justice, has written about the consistent failure of American police over the past several decades to incorporate the results of valid research into their daily work tactics.

Take patrolling for example. In the early 1970s a controlled study in Kansas City, Mo., found routine patrols neither cut down on crime nor comforted the community. Officers on patrol were, for the most part, just passing time while awaiting a call to kick them into action. Despite the validity of this research from four decades ago, patrolling still is the policing activity in which officers spend most of their time.

There are plenty other examples where research largely is ignored.

DeCarlo summed it up in one sentence: "If the medical profession used research the way police use research, we'd still be using leeches."

Bringing scientific rigor to police methods — which generally have failed to implement the results of applicable research — remains a daunting task in American policing. The reasons behind these failures are numerous, but invalid. In order to improve, the police community must react to legitimate research, abandoning our own 'leeches.'

As part of an initiative to bring more topical issues to the forefront — issues on which valid research is available and should be known to Kentucky's police executives — DOCJT's Police Executive Command Course and Current Leadership Issues for Mid-Level Executives soon will directly confront the current indifference to academic research. They blaze a trail to help law enforcement improve its performance based on the outcomes of valid academic research.

Beginning in September, portions of these courses will be dedicated to roundtable discussions on a hot button issue in American policing: militarization and militarism and how it affects both public perception and law enforcement practices. The roundtable will be facilitated by retired DOCJT Leadership Institute instructor, Walt Tangel. Research and commentary on this topic will be presented by Eastern Kentucky University professor, Peter Kraska, a national leading expert in on this subject.

The roundtable is not intended to only be a dry presentation of statistics and research. Designed to assure all participants know the facts revealed by the research about militarization/militarism in policing, the facilitator

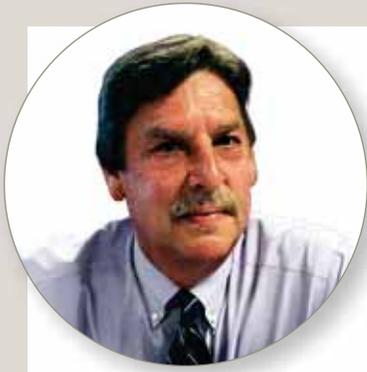
“*If the medical profession used research the way police use research, we'd still be using leeches.*”
— John DeCarlo

approach assures executives exchange ideas and views on this topic. They also become more intimately familiar with its impact on policing across the nation and, particularly, across Kentucky.

Based on the results, DOCJT will explore the use of this roundtable approach on topics in other classes, particularly focusing on PECC and CLIME courses. 🐟

The roundtable on this subject will be part of the three 2015 PECC sessions. CLIME classes will be instituted in 2016.

- 9/28–10/2..... Barren River
 - 10/19–10/23..... Barren River
 - 11/16–11/20..... Richmond
-



Dean's Column

Taking Risks — Transforming Kentucky Police for the 21st Century

VICTOR E. KAPPELER | DEAN AND FOUNDATION PROFESSOR,
COLLEGE OF JUSTICE AND SAFETY, EASTERN KENTUCKY UNIVERSITY

Dr. Victor Kappeler, a widely recognized scholar whose textbooks commonly are used by universities worldwide, was recently named Dean of the College of Justice and Safety at Eastern Kentucky University.

Kappeler previously served as director of graduate studies and department chair prior to being named associate dean. In 2007, he was named an EKU Foundation Professor, the university's highest honor for excellence in teaching, scholarship and service. Five years later, Kappeler received the Lifetime Achievement Award from the American Society of Criminology's Division of Critical Criminology for his "sustained and distinguished scholarship, teaching and service in the field of critical criminology."

He is the author or co-author of six books on law enforcement and has also served as editor or co-editor of four other books.

It has been nearly a quarter century since Commissioner John W. Bizzack first took a big risk by asking me to teach a few classes in the Department of Criminal Justice Training.

At the time I wondered if he really knew what he was getting into. I am not known as a person who minces words or pulls punches, nor am I known as a person who always cares what others think. And sure enough within a few years of teaching in DOCJT, I had raised the ire of several police trainers and raised the hair on the back of the necks of many future police executives.

I was charged with teaching about police culture, deviance and ethics (not the stuff that usually endears you to the police) and the rather unfortunate history of the police institution, which includes a legacy of slavery and racism, confrontation with organized labor and an extensive record of deviance and corruption. As part of my classes I attacked the often-insular culture of policing and challenged students to face the ethical lapses prevalent in American police departments.

Needless to say, I encountered some resistance. I occasionally heard grumbles in the hallways or new students say how they had heard I was "too difficult" or "too liberal."

Still, I continued to teach in DOCJT for the next 20 years. Mind you, John never said a word about what I feel sure was a barrage of criticisms and complaints drifting to his office. So I continued to hammer on what I felt aspiring police executives needed to hear:

- We do not live in a post-racial society.
- Racism has not disappeared.
- The police do not control the conditions that cause crime and thus they are often tasked with addressing symptoms rather than the underlying problems.
- The crime rate is not directly attributable to police behavior and thus every reduction in crime is not evidence of the effectiveness of police practice.
- Policing is still inherently political.

Policing has not escaped the sphere of politics, and efforts at police reform have yielded far less than perfect results.

Relations of patronage and undue influence still exist and the militarization of our police forces often is more reflective of these logics than the reality of the types of violent crime police face. In spite of the rhetoric of 'widespread public support' for this type of approach, the reality is that militarization severely has damaged police-community relations and it bears little relation to the declining crime rates over the past few decades.

John must have agreed with me that future police executives in Kentucky needed to hear these things since he kept inviting me to come back. I am convinced that while Kentucky has made great strides in improving our police culture and shaping the granite of the institution, what I was tasked with teaching in the classrooms of DOCJT is even more relevant today.

To the uncritical observer, many of the current headlines involving accusations of police brutality and racism and confrontations with community activists may not seem like real problems. To the more critical observer, on the other hand, recent events may seem like a throwback to the 1960s. But both are mistaken. The contemporary situation is far more serious than the civil rights era, as there is far less room for maneuver and far fewer spaces for dialog and negotiation for all parties concerned. In many ways, we have reached the existential limits of what can be resolved within the framework of legal rights.

The problems we face are no longer simply 'civil' — if they ever were. Instead, they are profoundly social and economic and by virtue of that fact, they are more political than ever.



The problems we face are no longer simply ‘civil’ — if they ever were. Instead, they are profoundly social and economic and by virtue of that fact, they are more political than ever.

In reading John’s statement in the last issue of “Kentucky Law Enforcement,” I know he was taking yet another risk in advancing a progressive agenda for police reform and abandoning ‘the warrior culture.’ But like the risk he took with me more than 20 years ago, it is a well-calculated risk designed to improve the practice of policing in Kentucky at a time when police agencies must address new looming concerns. While Kentucky has made great strides in training its police officers and eradicating many of the maladies I have mentioned, Kentucky also has to begin planning for the next quarter century and a host of even greater challenges.

The urbanization of the commonwealth means we can no longer think of policing as a purely or even primarily, rural activity. The population also is becoming more diverse than ever, and the inequalities and poverty in our state continue to grow. These facts place our population under tremendous strain, and police will be forced to respond to the effects of that strain. These challenges, unlike those of

the 1960s, cannot be resolved merely with new Civil Rights legislation — they are profoundly socio-economic problems that have to be addressed as such.

Many will try to reach for technology as a quick fix for these deep, structural problems. But this will not work. What might work is the approach John is advocating and which I also support. This approach is planning for the education and training of the next generation of police officers who can and should adopt the wellbeing of our communities as their first priority. They also should be willing to leave behind the legacy of social division that has long plagued our society and the practice of policing. 🍷



KLEMF
5K RUN/WALK
and 1 mile

Saturday, October 17
at 8 a.m. in front of DOCJT

Join the race to support Kentucky’s
law enforcement community!

For more information visit the events page at www.klemf.org

FEDERAL GRANT ISSUED

Kentucky to Share Federal Grant to Combat Heroin

Federal drug policy officials have chosen Kentucky to share in a \$2.5 million federal grant to help combat the heroin surge.

Senate Majority Leader Mitch McConnell said Kentucky is among several states that will share the grant. McConnell learned of the grant from the nation's drug czar, Michael Botticelli.

McConnell said federal resources are needed to help fight the heroin epidemic. The money will go for several initiatives, including law enforcement training and public-health partnerships.

Kentucky lawmakers passed a sweeping anti-heroin bill earlier this year. The new law allows local governments to set up programs in which addicts can swap dirty needles for clean ones. It also toughens penalties for heroin dealers of at least 60 grams and increases spending on substance abuse treatment programs.



Alexandria Chief Inducted into Kentucky Veterans Hall of Fame

Alexandria Police Chief Mike Ward was inducted into the Kentucky Veterans Hall of Fame in September during a ceremony in Frankfort. Ward retired from the U.S. Air Force as a staff sergeant.

At the annual banquet, 25 Kentucky military veterans were inducted into the hall of fame and awarded the Hall of Fame Medallion, recognizing their military service to our nation and to the commonwealth. The inductees are selected for their valorous military service and for their combined military/civilian service to our community, state and nation.

"The honor of being inducted into the KVHF is humbling," Ward said. "They told me it's not for what you have done in the military but instead, for what you have done in your continued support of your community and to the commonwealth. My entire career has been about doing what I thought was right. Even though that may have caused me difficulty, I could sleep at night knowing I did the right thing."

Ward was a staff sergeant in the U.S. Air Force Security Police. He spent four years on active duty and seven years in reserve. His assignments included the 321 Security Police Squadron, Grand Forks, AFB North Dakota from 1978 to 1980; 7061 Munitions Support Squadron, Araxos Air Base, Greece from 1980 to 82; and the 906 Tactical Fighter Group, Weapons Systems Security Flight, Wright Patterson AFB, Ohio from 1982 to 1989.

The purpose of the foundation is exclusively charitable and educational; more specifically, it honors Kentucky military veterans and educates through the Kentucky Veterans Hall of Fame website their outstanding accomplishments.



Kentucky Agency Receives National Model Agency Award

The Jefferson County Sheriff's Office received a National Association of School Resource Officers Model Agency Award at the NASRO national school safety conference in Orlando, Fla. in July. NASRO Model Agency awards are presented to agencies that exemplify the NASRO Triad Concept: trainings, policies and standards. These practices ensure professional service to the school community, and NASRO wants to recognize these agencies for their creative and innovative approach to school-based policing.

64 Law Enforcement Officer Fatalities Nationwide in First Half of 2015

The National Law Enforcement Officers Memorial Fund reported that 64 officers were killed in the line of duty during the first half of 2015 — a 3-percent increase over the same period last year (62).

Of these 64 officers, 30 were killed in traffic-related incidents, 18 by gunfire and 16 due to job-related illnesses.

- Traffic-related incidents were once again the leading cause of officer fatalities, with 30 officers killed in the first half of 2015. Twenty-one officers were killed in automobile crashes.
- Firearms-related fatalities dropped to 18 in the first half of this year from 24 during the same period last year. Four officers were feloniously shot and killed during a traffic stop. Three officers were shot and killed in ambushes, two officers were killed while investigating suspicious persons or circumstances, and two officers were inadvertently shot and killed.
- Sixteen officers died due to job-related illnesses in the first half of 2015. Heart attacks were the cause of 10 officer deaths.

NEW CHIEFS



JOHN LANCASTER
Guthrie Police Department
 John Lancaster was appointed chief of Guthrie Police Department on March 1. Lancaster began his law enforcement career with the Guthrie Police Department and has more than 18 years of law enforcement experience. He

also served the Trigg County Sheriff's Office and the Oak Grove and Elkon police departments before returning to Guthrie. Lancaster graduated Summa Cum Laude from Bethel University with a bachelor's degree in Criminal Justice. He also is a graduate of the Department of Criminal Justice Training's Basic Training Class No. 253 and the Academy of Police Supervision Class No. 51.



ROGER SOLOMON
Franklin Police Department
 Roger Solomon was appointed chief of Franklin Police Department on Oct. 27, 2014. Solomon began his law enforcement career with the Owensboro Police Department and has 15 years of law enforcement experience. He also served

the Eastern Kentucky University Police Department before coming to Franklin as a patrol officer. Solomon moved through the ranks to become chief. Solomon has a bachelor's degree in Police Studies from Eastern Kentucky University. He also is a graduate of the Department of Criminal Justice Training's Basic Training Class No. 299 and the Academy of Police Supervision Class No. 51.



SCOTT GILLUM
Flatwoods Police Department
 Scott Gillum was appointed chief of Flatwoods Police Department on Jan. 20. Gillum began his law enforcement career with the Flatwoods Police Department as a patrolman and moved through the

ranks to become chief. He is a graduate of the Department of Criminal Justice Training's Basic Training Class No. 250.



DAVID SEXTON
Morehead Police Department
 David Sexton was appointed chief of Morehead Police Department on Aug. 1, 2014. Sexton has 25 years of law enforcement experience. He began his law enforcement career with the Morehead State

University Police Department before coming to Morehead Police Department, moving through the ranks to become chief. Sexton has a bachelor's degree in University Studies from Morehead State University. He also is a graduate of the Department of Criminal Justice Training's Basic Training Class No. 200, the Academy of Police Supervision Class No. 5, the Criminal Justice Executive Development Class No. 8 and the FBI National Academy 248th session.

WILLIAM F. MAHONEY
Hillview Police Department

William Mahoney was appointed chief of Hillview Police Department on March 16. Mahoney began his law enforcement career with the Hillview Police Department and has 21 years of law enforcement experience. He also served the Mount Washington Police Department and the Louisville Metro Police Department. Mahoney retired from Louisville Metro in 2012 and took a short break in service before coming to Hillview as a patrol officer. He moved through the ranks to become chief. Mahoney is a graduate of the Department of Criminal Justice Training's Basic Training Class No. 238.



MERRELL J. HARRISON
Morehead State University Police Department

Merrell Harrison was appointed chief of Morehead State University Police Department on Feb. 16. Harrison has 24 years of law enforcement experience. His entire law enforcement career was with the Kentucky State Police. In 2014 Harrison retired from KSP at the rank of major before being appointed chief at MSU. Harrison has a bachelor's degree in Police Administration from Eastern Kentucky University and also is a graduate of the Kentucky State Police Academy Class No. 69



JERRY CODY WILLIAMSON
Cumberland Police Department

Jerry Williamson was appointed chief of Cumberland Police Department on March 13. Williamson has four years of law enforcement experience. His entire law enforcement career has been with Cumberland moving through the ranks to become chief. Williamson has a bachelor's degree in Criminal



Justice from Eastern Kentucky University and is a graduate of the Department of Criminal Justice Training's Basic Training Class No. 442.

BENNY JOHNSON
Falmouth Police Department

Benny Johnson was appointed chief of Falmouth Police Department on May 20. Johnson began his law enforcement career with Kenton County Police Reserves and has more than 30 years of law enforcement experience. He also served the Park Hills, Elsmere, and Ludlow police departments moving through the ranks to become chief. He retired from Ludlow in November 2013. Johnson took a break in service and worked at Citi Bank for a few months before joining the Silver Grove Police Department serving for one year. He then accepted the chief's position at Falmouth. Johnson has an associate's degree in Criminal Justice from Gateway Community and Technical College, a bachelor's degree in Criminal Justice from Northern Kentucky University and is currently working towards a master's degree at the University of Cincinnati. He also is a graduate of the Department of Criminal Justice Training's Basic Training Class No. 183.



MARK BARNARD
Lexington Police Department

Mark Barnard was appointed chief of Lexington Police Department on Jan. 12. Barnard has 29 years of law enforcement experience. His entire law enforcement career has been with the Lexington Police Department moving through the ranks to become chief. Barnard has a Bachelor of Science degree in Police Administration and a master's degree in Criminal Justice from Eastern Kentucky University. He is a graduate of the Department of Criminal Justice Training's Basic Training Class No. 173. In 2014, Barnard was honored and presented the Eastern Kentucky University College of Justice and Safety Distinguished Alumnus Award.



ROBERT A. WILLIAMS
Paris Police Department

Robert Williams was appointed chief of Paris Police Department on June 1. Williams has 30 years of law enforcement experience. He began his law enforcement career with the Harrodsburg Police Department serving more than two years before joining the Lexington Police Department. Williams served Lexington for 23 years, retiring in 2010, before coming to Paris Police Department as assistant chief. He is a graduate of the Department



POLICE AND FIRE GAMES



Department of Criminal Justice Training Instructor Mike Roe (left) and Eddyville Police Chief Shane Allison represented Kentucky at the 2015 World Police and Fire Games in Washington D.C. The games host approximately 12,000 police and fire from 68 countries. Each competed in fishing competitions. The opening ceremonies were in RFK Stadium with about 10,000 people present. General Colin Powell was the opening ceremony speaker. The next Games will be conducted in Montreal in 2017.

K-9 Narcotics Trials to be Conducted in October

The 2015 Bluegrass K-9 Narcotics Trials will be conducted Oct. 2 to 5 in Mount Sterling, Ky. Police K-9 teams from across Kentucky will gather to train and compete on their ability to detect drugs and patrol scenarios. Certification is available from the National Narcotic Detector Dog Association. Entry fee for the event is \$50. For registration information, please contact Robin Acciaro at (859) 745-5042.

Governor's Medal of Valor Presented to Family of KSP Trooper Killed in 1965

The Governor's Medal of Valor was presented posthumously to Delano G. Powell, a Kentucky State Trooper killed in the line of duty in 1965, at a ceremony in Lexington. Kentucky Justice and Public Safety Cabinet Secretary J. Michael Brown presented the award to Powell's widow and niece, Barbara Teague and Phyllis McGuire on behalf of Gov. Steve Beshear.

The Governor's Medal of Valor is the highest honor that can be bestowed upon a KSP officer for conspicuous heroism in the line of duty under circumstances of extreme personal hazard. It is awarded only by order of the governor. Including Tpr. Powell, 18 KSP troopers have been awarded the medal since 1973. Powell was 28 years old and had been a trooper for 18 months when he was shot and killed on July 8, 1965, while attempting to serve a warrant in Breathitt County. The perpetrator later was apprehended and convicted.



◀ Kentucky Justice and Public Safety Cabinet Secretary J. Michael Brown (right) and Kentucky State Police Commissioner Rodney Brewer (left) presented the Governor's Medal of Valor to Barbara Teague (second from left) and Phyllis McGuire (second from right) of Campbellsburg, Ky., the widow and niece of Delano G. Powell.

>> New Chiefs Continued

of Criminal Justice Training's Basic Training Class No. 182.



BRIAN MESSER Cold Spring Police Department

Brian Messer was appointed chief of Cold Spring Police Department on June 1. Messer began his law enforcement career with the Walton Police Department in 1997 and has 18 years of law enforcement experience. He also served the Park Hills Police Department before coming to Cold Spring, moving through the ranks to become chief. Messer has a bachelor's degree in Organizational Leadership from Northern Kentucky University. He also is a graduate of the Department of Criminal Justice Training's Basic Training's Class No. 260 and the Academy of Police Supervision Class No. 26.

COLEMAN B. DIXON Dawson Springs Police Department

Coleman Dixon was appointed chief of Dawson Springs Police Department on July 6. Dixon began his law enforcement career with the Eddyville Police Department and has 16 years of law enforcement experience. He also served the Princeton Police Department. Dixon served eight years in the U. S. Army Reserves. He is a graduate of the Department of Criminal Justice Training's Basic Training Class No. 280.



LARRY JONES (NO PHOTO) Auburn Police Department

Larry Jones was appointed chief of Auburn Police Department on April 2. Jones began his law enforcement career with the Russellville Police Department and has nearly 28 years of

law enforcement experience. He also served and retired from the Logan County Sheriff's Office before coming to Auburn as a part-time officer. Jones moved through the ranks to become chief. He is a graduate of the Department of Criminal Justice Training Basic Training Class No. 159.

CAMERON LOGAN Catlettsburg Police Department

Cameron Logan was appointed chief of Catlettsburg Police Department on June 1, 2014. Logan has 10 years of law enforcement experience. His entire law enforcement career has been with Catlettsburg, moving through the ranks to become chief. Logan is a graduate of the Department of Criminal Justice Training's Basic Training Class No. 371. ■



KLEC Presents CDP Certificates

STAFF REPORT | KLEC

The Kentucky Law Enforcement Council's Career Development Program is a voluntary program that awards specialty certificates based on an individual's education, training and experience as a peace officer or telecommunicator. There are a total of 17 professional certificates; 12 for law enforcement that emphasize the career paths of patrol, investigations, traffic and management; and five certificates for telecommunications. The variety of certificates allows a person to individualize his or her course of study, just as someone would if pursuing a specific degree in college.

The KLEC congratulates and recognizes the following individuals for earning career development certificates. All have demonstrated a personal and professional commitment to their training, education and experience as a law enforcement officer or telecommunicator.

INTERMEDIATE LAW ENFORCEMENT OFFICER Ashland Police Department

Eric A. Taylor

Boone County Sheriff's Office

Robert P. Duncan

Bowling Green Police Department

Eric Stroud
Melissa Wartak

Covington Police Department

Joshua P. Bornhorn
Joshua A. Haggard
Mark J. Richardson
Jay E. Zerhusen

Danville Police Department

Christopher Matano
Christopher Wentz

Elizabethtown Police Department

Brandon L. Huggins

Fayette County Schools Police Department

Judith A. Brown

Franklin Police Department

David L. Hutcheson

Jeffersontown Police Department

Felicia J. Burba

London Police Department

Freddy T. Couch
Jeremy M. Shell
James E. Stallard

Louisville Metro Police Department

Jeremy T. Akers
Amy J. Bowman
Glenn T. Brimm
Daniel J. Goldberg
Rhonal T. Heady
Samuel L. Madison
John M. Ramsey Jr.
George A. Rodman
Kevin E. Roy

Murray State University Police Department

Robert W. Johnson
Ryan L. Orr
Gregory J. Rice II

Ohio County Sheriff's Office

Rodney L. McMillin

Russellville Police Department

Jeffrey S. Sanford

University of Louisville Police Department

Oscar G. Chavez

ADVANCED LAW ENFORCEMENT OFFICER Ashland Police Department

Richard L. Bohanon Jr.

Boone County Sheriff's Office

Robert P. Duncan

Covington Police Department

Jennifer L. Rudolph

Elizabethtown Police Department

Brandon L. Huggins

Fayette County Schools Police Department

Judith A. Brown
Christopher G. Gatewood
Kenneth Spera

Jeffersontown Police Department

Felicia J. Burba

Kentucky Department of Fish and Wildlife

Homer L. Pigman

London Police Department

James E. Stallard

Louisville Metro Police Department

Amy J. Bowman
Kenneth R. Christian Jr.
Samuel L. Madison

Murray State University Police Department

Jeffrey C. Gentry
Robert W. Johnson
Ryan L. Orr

Russellville Police Department

Morris L. Kisselbaugh

Somerset Police Department

Billy G. Bolin

Southgate Police Department

David C. Fillhardt

Warren County Sheriff's Office

Edward P. Rich

LAW ENFORCEMENT SUPERVISOR London Police Department

James D. House

Louisville Metro Police Department

Glenn T. Brimm

Murray State University Police Department

Jeffery C. Gentry

LAW ENFORCEMENT MANAGER Danville Police Department

Robert L. Estill Jr.

LAW ENFORCEMENT EXECUTIVE Covington Police Department

Bryan K. Carter
Robert C. Nader

Fayette County Schools Police Department

Garry M. Sennett
Christopher R. Townsend

LAW ENFORCEMENT CHIEF EXECUTIVE Pikeville Police Department

Phillip D. Reed

LAW ENFORCEMENT OFFICER INVESTIGATOR Alexandria Police Department

Natalie J. Selby

Boone County Sheriff's Office

Robert P. Duncan

Covington Police Department

James Miskanin

Martin County Sheriff's Office

Paul D. Witten

Muhlenberg County Sheriff's Office

Brandon W. Dearmond

Western Kentucky University Police Department

Chad F. Keen

LAW ENFORCEMENT TRAFFIC OFFICER Louisville Metro Police Department

Samuel L. Madison

Warren County Sheriff's Office

Jonathan D. Shackelford

INTERMEDIATE PUBLIC SAFETY DISPATCHER Carrollton Police Department

Christy L. Rowlett

Frankfort/Franklin County 911

Timothy W. Johnson

Hardin County 911

Shawn E. Seymour

Hopkinsville/Christian County Communications

Stephanie L. Noel

Murray State University Police Department

Misty A. Mazzie

ADVANCED PUBLIC SAFETY DISPATCHER Danville Police Department

Melinda S. Ennis
Rebecca L. Hafley

Frankfort/Franklin County 911

Timothy W. Johnson

Hopkinsville/Christian County Communications

Stephanie L. Noel

Lawrenceburg Police Department

Courtney M. Fyffe

Murray State University Police Department

Misty A. Mazzie

PUBLIC SAFETY DISPATCH SUPERVISOR Danville Police Department

Robin D. Vest-Parks

Frankfort/Franklin County 911

Varita Griffin

LAW ENFORCEMENT TRAINING OFFICER Covington Police Department

Jennifer L. Rudolph

Murray State University Police Department

Ryan L. Orr

Taylor Mill Police Department

Patrick A. Reis

LAW ENFORCEMENT OFFICER ADVANCED INVESTIGATOR Boone County Sheriff's Office

Robert P. Duncan

Covington Police Department

Justin C. Bradbury

CRIME SCENE PROCESSING OFFICER Ashland Police Department

Richard L. Bohannon Jr.

COMMUNICATIONS TRAINING OFFICER Frankfort/Franklin County 911

Tomba Brown
Katie L. Hood
Yvonne D. Hulker
Earl S. Mitchell

Hopkinsville/Christian County Communications

Stephanie L. Noel

London/Laurel County Communications Center

Justin E. Sizemore

Paris/Bourbon County 911

Linda Byrd



NON-MILITARY MAN

DR. PETER KRASKA



An outspoken opponent of militarism in policing, Dr. Peter Kraska has made a name for himself nationally after more than 25 years researching the issues. He recently testified before the United States Senate regarding the military surplus 1033 program and has published extensive literature on the topic.

A military brat himself, Kraska first began looking at the relationship between military and policing in the late 1980s. Initially, he said he began researching how the U.S. military was becoming more and more like police. However, he realized while conducting that research that there was another side to that coin — the militarization of civilian police.

Kraska was recruited in 1994 to begin his tenure at Eastern Kentucky University, and since has served not only as an expert on police militarization, but also on criminal justice theory and mixed methods research.

What is your perspective on the trend toward an increased militarized police force in America?

There really are two issues, and it's really easy to conflate the two, because they are interrelated. First is the misapplication of SWAT. Lots of folks believe when you critique SWAT teams or police militarization, you are simply discounting wholesale any type of SWAT team or SWAT response to certain situations. That just is not the case.

Obviously we need those kinds of responses under certain circumstances. But those >>

PHOTO BY JIM ROBERTSON

Eastern Kentucky University professor and chair of Graduate Studies and Research in the School of Justice Studies

KELLY FOREMAN | PROGRAM COORDINATOR

The question becomes what is an appropriate level of militarization in a democratic society.

>> circumstances are extremely rare. SWAT teams need to be used very judiciously.

The other issue that goes along with that is the overall trend toward police militarization. SWAT teams certainly are a part of that, but it's a larger problem. It's not just the misapplication of SWAT, but it's the increasing paramilitary and militarized culture that has been growing in policing for the past 25 years. That's a part of philosophies like CompStat, Broken Windows and the more aggressive approaches with a higher level of weaponry and the kind of military-style presence that a lot of police departments are adopting. Battle dress uniforms instead of the traditional civilian blues — it's really a different issue. One that probably is even more consequential than the misapplication of SWAT.

Has your research shown a similar trend in Kentucky?

Overall, yes, but with some important clarifications and understanding that Kentucky is quite different than a lot of other places. In Kentucky, you still have a large sense of community accountability in many areas. So if a police department became militarized, adopted military gear and brought it out at basketball games, there's a good chance that in Kentucky, a lot of communities would give negative feedback. Whereas in much of the country, police departments have the autonomy to simply ignore that negative feedback. A lot of places in Kentucky, that would be much more difficult because there is a greater level of political accountability. However, there are places in Kentucky that aren't as accountable to the public and don't care as much what the public thinks. Those areas probably are just as problematic when it comes

to militarization as are other parts of the country.

Is there any one cause you can link to the rise of militarization in policing?

The single most important cause would be the war on drugs that began in the mid-1980s under President Ronald Reagan, continued under President George H. Bush and President Bill Clinton's administration really doubled down (although he is not given the same credit as Reagan). We had a decade-and-a-half, very-intense war on drugs. And it turned out that language of war ended up being really influential on politician thinking and also on police thinking in how to prosecute this supposed war. It didn't seem unreasonable for the first time in 100 years in American history to bring in Navy Seal-like special operation teams — not for a terrorist situation, not for a murderer — but for a low-level drug possessor. It didn't seem unreasonable to break down doors and ransack houses in an attempt to collect evidence, not to make an arrest or in order to convict somebody of a low-level drug crime. I think any reasonable person would see that as an overreach and not a good idea. Yet, it became commonplace in the war on drugs, where we had some departments conducting 750 to 1,000 of these no-knock and quick-knock drug raids per year. By the way, the war on drugs, as far as funding level and intensity, is still very much with us today. It's just not talked about as much in the media.

What are the consequences of militarization in policing?

Probably the most significant consequence of police militarization is the effect it has on the mindset of not only police officers, but also police executives. When it comes to police executives, it's not talked about

much, but there is a real split in the law enforcement community. With those police executives who see police militarization as very problematic, they are willing to call it police militarization and they understand how the cultural effects impact their officers negatively. It also impacts the community negatively, giving the wrong messages.

You have the other half of police executives who buy into the traditional ideology that policing is far more dangerous and everybody is armed to the hilt. We have an out of control drug problem and what we see in police militarization is simply a forced reaction to a breakdown in society. In other words, we have no choice. I'm not going to say the latter group is wrong, but I would say that the research evidence would favor those chiefs and executives who are skeptical of police militarization and the reasons why we should not militarize the police. A lot of folks in the policing community would resent even the word militarization and just say it is necessary to build up in armor in order to protect in an ever-increasingly dangerous world. So the most significant consequence, then, is the way in which police militarization changes the culture of policing. Consequently, it changes the mindset and identity of others doing the policing who are overly concerned with their safety, overly concerned with risk, who think they are under siege every minute they are on patrol and think anything can happen. Therefore, they think they need to be as extreme in their response as the environment is extreme itself.

Do you believe there are any advantages?

It is really important to remember that police militarization occurs on a continuum, so sometimes people say, 'Well, aren't all police militarized to some extent?' Absolutely, yes, the police model of the modern day world emanated from a military model and still has vestiges of military order, organization, operations and culture. But the question becomes the extent to which they are militarized. If you can't tell the



Scan this QR code with your smart phone to read the philosophy of Broken Windows.

difference between your civilian police and a military force, then that police entity is very militarized and falls very far down the continuum. It's not a matter of whether they are or are not militarized. The question becomes what is an appropriate level of militarization in a democratic society. The concern myself and lots of other people have is that it's not only in the cultural sense, but from empirical data, the United States police — at least a large segment of them — are going further and further down that militarization continuum. I can't see an instance where that's positive. It may be positive to have a compartmentalized component of a police department that is highly militarized to handle the very rare hostage or terrorist situation. In those situations, I think that police militarization is necessary. But that's not what's happening. What's happening is seeing that model bleed into the rest of the police institution and it having a dramatic impact culturally and operationally.

Law enforcement has been following a military structure of some variation since Sir Robert Peel created the London Bobbies in 1829. Do you think it is possible, nearly two centuries later, to remove that foundation from today's law enforcement culture?

I think the easy answer is that foundation will never be removed and for one simple fact — the police in our system of governance have a monopoly on the use of force in violence. In other words, when we enter into the so-called social contract, we give up all our rights to violence and use of force and give it to the government, two basic entities who have the legal prerogative to use violence and force to maintain order, and ostensibly, peace. For that reason, I don't think without some radical restructuring of government or society the police will ever be anything other than somewhat paramilitary, but it shouldn't be much of a nuance. The key is to have them as non-militarized as possible, knowing that it's impossible to completely demilitarize them, in line with what we think as democratic police.

If the trend toward increased militarization in policing continues, what is your fear for the future?
I tend to really want to document the

phenomenon and point out its unintended consequences — I try not to do things like fear for the future. But I think I can credibly say that lots and lots of folks see this as a march toward a police model that is really problematic for the future of a democratic society. I don't necessarily fear that, but it is a concern and probably the founding tenant of our democratic society is the clear delineation between armed forces and civilian police. The more blurry that line becomes, the more repressive our government appears, and potentially, is going to act.

When you offer concern about the rise of militarism in policing, are you focusing just on the increase in Police Paramilitary Units and misused military equipment, or about an overall paradigm shift?

Both. Two important things to keep in mind are, yes, being concerned overall with the culture, but then also, more specifically, the misapplication of SWAT teams, military gear and weaponry. A great example right here in Kentucky is a chief of police didn't know what they were going to do with their military-supplied armored personnel carrier. You could look in their police records and see that for the past 50 years they didn't need it and probably would not for the next 50 years. So the chief of police figured, well, there are growing racial tensions at the local basketball

game. So let's suit up a few of our SWAT officers, put them in the armored personnel carrier and park it in front of the high school to provide an ostentatious display of force as a deterrent of any kind of violence. I hope that anyone reading this could see the problems associated with that without me teasing them out.

When we talk about the problems with militarization in policing, is there a line that is crossed between effective and overkill? If so, how should today's police leaders establish that boundary?

I think one of the key policy recommendations I would make is to demilitarize the police institution to the greatest extent possible, knowing that you inevitably will need a small, compartmentalized and marginalized unit within — not every police department — but certainly a lot of your larger police departments for handling very risky and serious reactive situations. So, I think the line would be to try to eliminate, to the greatest extent possible and dampen down the paramilitary, warrior sentimentalities within the normal >>



Scan this QR code with your smart phone to read more about the philosophy *CompStat*.

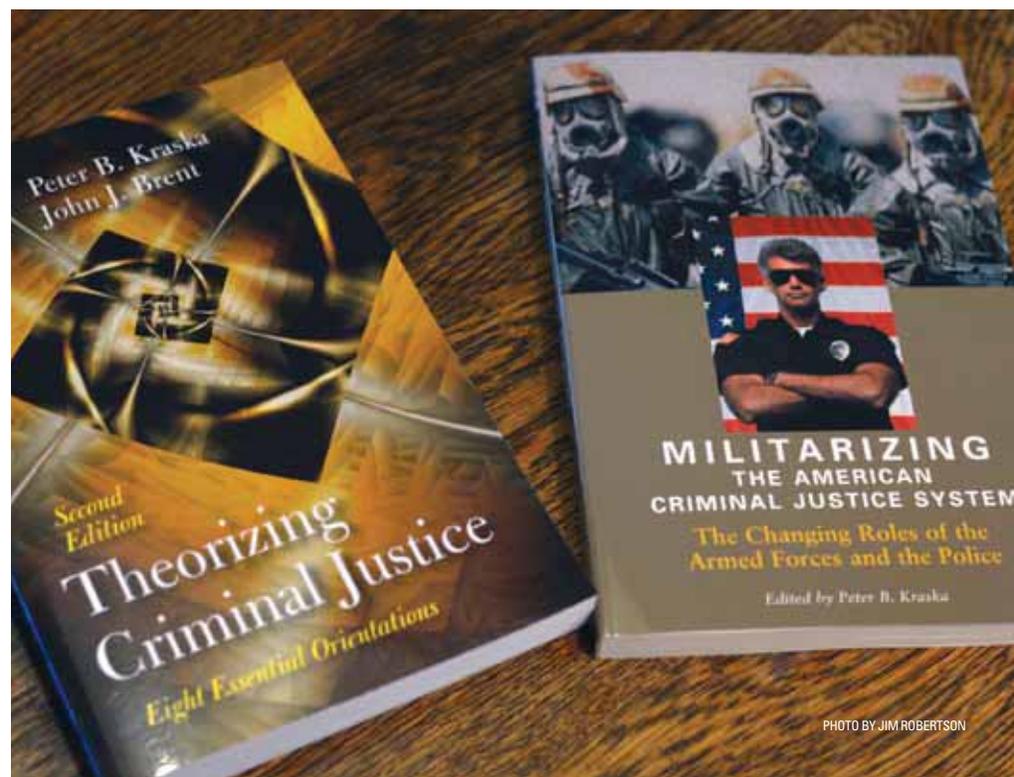




PHOTO BY JIM ROBERTSON

>> ranks of police officers that can lead to a lot of overreach and overkill in normal operations.

I will add one thing that can become difficult. If you have a police department with 30 officers total, and 15 to 20 serve part-time on a SWAT team, that's 20 of your 30 officers serving on SWAT and getting the recommended hours of training per year. There's a good chance they will develop a pretty strong paramilitary mindset and they bring that with them into their roles as police officers. In my opinion, that is highly problematic.

You have written that there is a link between the rise of militarization and community policing via George Kelling and James Wilson's Broken Windows theory. If that theory is still applicable today, how can officers establish order to lead to better community relations without aggressive, militarized tactics?

The original notion of community policing was put forth by people like Lou Radelet and Robert Trojanowicz as a way for police to develop a real bond and trust with the community, working to empower them, using police resources to make their communities safer and more responsive. The earliest attempts at community policing were put forth in this more literal tradition. The problem is that the police institution doesn't tend to be, overall, terribly receptive to what they called "grin and wave policing." So they were really yearning for a different model of community policing. Of course, James Q. Wilson had always been a hardcore advocate of the racial aspects of crime and a hardcore advocate for tough law-and-order approaches. So it was Wilson and his partner Kelling who started talking a lot about a tough law-and-order approach to community policing — which, I would argue, doesn't really have much to do with community policing. The theoretical underpinning was something known as Broken Windows, and the idea was, you go into a community and you weed that community of all its undesirable elements, as defined by politicians and the police. Then the idea was that you go back and you seed — in fact, we had federal grant programs called Weed and Seed. The problem is, police are pretty good at weeding. There isn't a lot of evidence they are very good at seeding without a whole lot of retraining.

Police departments across the country were claiming to do community policing, when all they were doing was old fashioned, hard-nosed field stops, searches, quick-knock warrant work in communities, attempting to weed. There was very little infrastructure and resources or energy to put into anything to re-seed. The result is something like Ferguson. Baltimore. New York. It alienates police from the community and, ironically, results in the exact same thing that happened in the 1960s. The police adopted a militaristic, professional model, which alienated the community. It was partially the police's fault, but there also was a larger civil rights movement and a lot going on. The community and police had a very antagonistic relationship, much like we are seeing today. The original community policing efforts attempted to get away from that model, but ironically all that has happened is it just morphed back into, again, a more intense, professional military model in the new century.

According to the FBI's Uniform Crime Reports from 1960 to 2012, violent crimes hit a high point in the early 1980s, and have fallen steadily since the mid-1990s after Kelling and Wilson's Broken Windows theory of establishing order began to popularize. Is that not evidence that our law enforcement are doing something right?

No. Unequivocally, no. Because those communities and cities that took the other approach — and this is so important to recognize — they had the same drop in crime. It is well documented in the research. All the hand ringing of, 'Well, if we get rid of Broken Windows, isn't crime going to go back up?' was completely specious. At the same time Broken Windows was taking place, some indices of crime were dropping, you had many municipalities in large areas across the country that didn't put in that form of policing and had similar crime drops. So we had a massive crime drop in the United States for reasons that lots of criminologists have written many books about, but they have never put their finger on Broken Windows policing.

When you testified before the Senate about the 1033 military surplus program, you contended that the program should be stopped entirely. Why do you believe this is necessary?

It is absolutely essential to understand that there is no doubt we still need a specialized team of officers to handle situations like Columbine, heaven forbid, or a terrorist incident. Absolutely. It is so easy to confuse the necessity of that with the non-necessity of militarizing our entire police institution.

Probably the most important reason is there is an important American, democratic principle at stake — the U.S. military and our U.S. civilian police ought to maintain as much distance from each other as possible. And when you have the U.S. military taking its discards from the battlefield and bringing them to the streets of America for free, and police departments all over Kentucky can request a whole level of heavy weaponry and heavy armament, it does nothing but bolster and further the militarism and the military mindset that is so problematic in policing today. Now, some folks have argued that much of the gear is not military — that it's just generators, refrigerators and microwaves. The simple answer is sure, let those be transferred. The problem is when you have those programs in place, they can easily be turned into a slippery slope. Police departments and municipalities have managed to provide all the gear necessary for lots of years, and this stuff that comes from the military doesn't end up being used much. Then we are seeing increasingly how it is misused.

I just don't see any reason for it. In fact, I see it as really a tell-tale sign of not being able to do anything real about curbing police militarization when I had a Republican senator and a Democratic senator both request I come and provide lots of written work, research and public testimony about why this should not take place, and it is as clear as the nose on our faces why it shouldn't take place. And yet various lobbying groups very rapidly squashed any possibility not only that it would go away,

but that it would even be significantly curbed.

In fact, a White House commission came out with a recent report that was touted as major reform in the 1033 program, but it was nothing but a publicity stunt. The evidence for that is every one of their restrictions had no relevance to what's currently happening today. They restricted them from getting track vehicles. Police departments don't want track vehicles, and they haven't gotten them. They restricted them from getting 50 caliber weapons. Police departments don't want 50 caliber weapons. All eight of the items were just as ridiculous in their attempt to seem like they were doing something about the problem, when nothing was done.

SWAT teams were born in Los Angeles in the 1960s out of the need to respond to snipers who were targeting civilians and law enforcement. If the tides were to shift away from a militarized police force, what happens when the police are met with an aggressive criminal element and are ill equipped?

It is absolutely essential to understand that there is no doubt we still need a specialized team of officers to handle situations like Columbine, heaven forbid, or a terrorist incident. Absolutely. It is so easy to confuse the necessity of that with the non-necessity of militarizing our entire police institution. Bottom line. 🍌

Kelly Foreman can be reached at kelly.foreman@ky.gov or (859) 622-8552.





JESSAMINE COUNTY
SHERIFF



JESSAMINE COUNTY
SHERIFF

Is
MILITARY-SURPLUS
Equipment
Really the Problem
the Media Has Made It?
KELLY FOREMAN | PROGRAM COORDINATOR



Seventeen inches of snow blanketed the central Kentucky area in less than 24 hours this March, shattering nearly 150 years of the commonwealth's winter weather records. With it, dangerously-cold temperatures fell into the negatives, leaving Kentuckians across the state stranded — some without adequate heat, others without critical medications and treatments — wondering how long it would be before they could safely leave their homes.



PHOTOS BY JIM ROBERTSON



We got some stranded motorists out with them, but mainly we transported people to dialysis treatments and delivered medicine to people.

National Weather Service personnel said the record snow came just one month after another double-digit snow fall in the state — an unprecedented event in Kentucky. While road crews worked hard to clear roadways for travel, it naturally took longer to reach the more rural parts of the state. Even in the city, those without weather-capable transportation were at a loss.

Local peace officers didn't have the option to stay home warm in front of their own fires to wait out the thaw. They had to act.

In Jessamine County, Sheriff's Office Patrol Sgt. Andy Neyman said there were some citizens he could reach with the agency's SUVs.

"We have a unique blend of terrain here," he said. "We are right up against Lexington, so we have a fairly metropolitan area, but then we have extreme rural areas, too. There are places you can't get to in cars. Sometimes I have to take calls in my SUV because they are so hard to get to."

Then you add snow and ice. Like many Kentucky agencies, the JCSO already had Humvees in their fleet they obtained from the U.S. military 1033 program, which provides law enforcement agencies with equipment free of cost that has been surplus but still has life left in it.

"I put two of my guys on my squad in them during the snow," Neyman said. "We got some stranded motorists out with them, but mainly we transported people to dialysis treatments and delivered medicine to people. That's what we want to keep doing with them. They are a really good asset."

Humvees, power generators, boats, tools — law enforcement agencies across the state have collected a plethora of free equipment no longer needed by the U.S. military from this program.

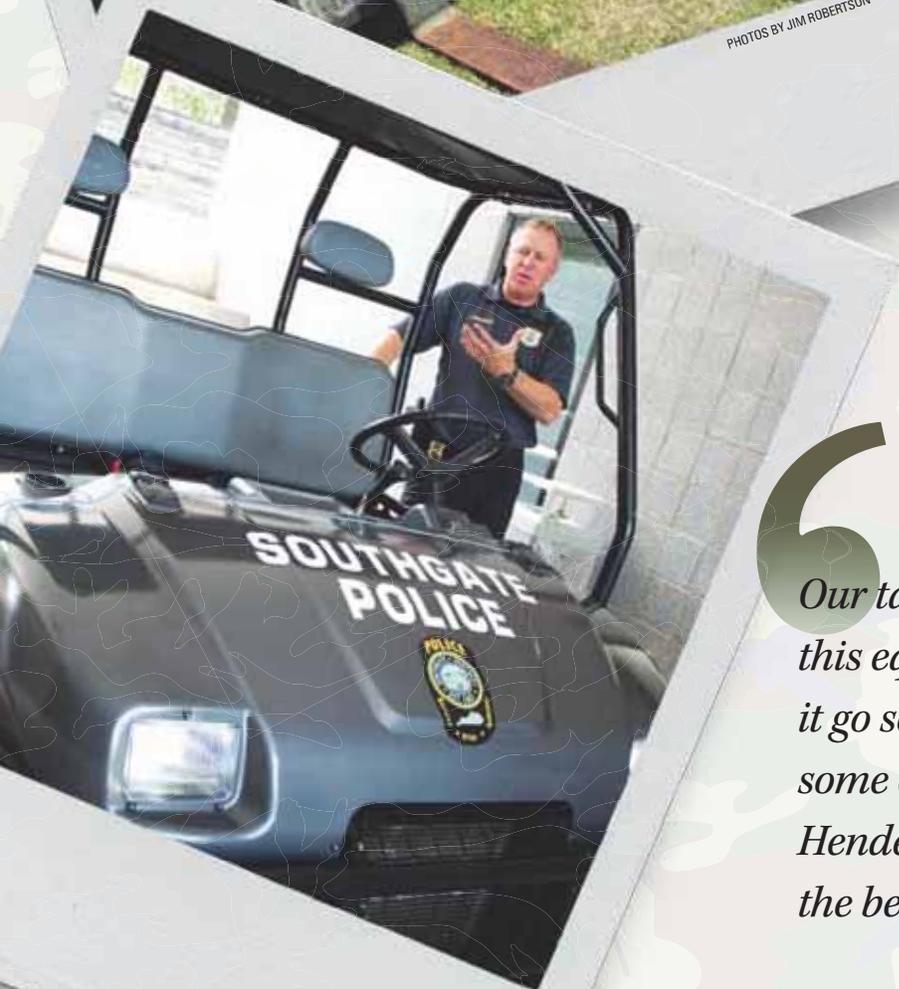
Some may argue whether small-town Kentucky really needs armored fighting vehicles like the Mine-Resistant Ambush Protected ones designed for surviving improvised explosive device attacks and ambushes. But Kentucky chiefs and sheriffs have found useful ways to incorporate MRAPs and other items — like Jessamine County's Humvees — into their equipment logs in ways they say make good financial sense. >>



▲ Henderson County Sheriff Ed Brady, center, is a staunch supporter of the military surplus program and the aid it has offered his agency. Brady believes taxpayers in the community already have paid for the equipment once, and if it can be used in their hometown when needed, they reap the benefits twice.



PHOTOS BY JIM ROBERTSON



>> Henderson County Sheriff Ed Brady and his agency have amassed a wide array of military equipment he believes is of great benefit to the western Kentucky community.

"Every government — city, county and state — is strapped for money right now," he said. "I don't see that changing. We are always looking for better equipment. The military, quite honestly, is a deal that's too good not to at least review."

Military surplus items may be available to law enforcement agencies free of cost, but those who participate in the program are responsible for shipping or retrieving the items, as well as keeping a close eye on maintenance of the inventory.

"You have to be careful not to get something that's across the country or the world," said Kent Taul, Daviess County Sheriff's sergeant. "The minute you get something like that, you have to have a place to put it and you have to maintain it."

Daviess County became interested in the program when trying to equip their officers with rifles, Taul said. Since then, the agency has acquired three Humvees; rifle sights; first aid kits; a disaster preparedness-capability tent system and trailer equipped with electricity, heat, air conditioning; and much more.

Our tax payers have already paid for this equipment, rather than just let it go somewhere else, we can bring some of that machinery back to Henderson County and let them get the benefit.

”



▲ Southgate Police Chief John Christmann used a variety of items acquired from military surplus to outfit his agency and help get it off the ground. Christmann argued that some of the equipment would be too expensive for his small municipality to purchase outright for limited use, but having it when the time comes is an asset.

“The two most useful things that have really helped are the reflective sights and the first aid kits,” Taul said. “The red-dot sights make it a lot quicker aiming a rifle, and all our officers are carrying rifles now. These would be very expensive for the department to buy and we wouldn’t have them without the program. Regardless of an officer’s skill level, they improve speed and accuracy.”

The first aid kits include items like a tourniquet that officers can use on themselves in case of an emergency, Taul said, and are another product the agency wouldn’t have if the equipment were not free. After receiving the Humvees, the community chipped in to help fix them up, he said.

“The Humvees add a lot of punch to our public relations,” Taul said. “They are a big asset.”

Brady also likes the perks the program brings to his community.

“Our tax payers have already paid for this equipment,” he said. “Rather than just let it go somewhere else, we can

bring some of that machinery back to Henderson County and let them get the benefit.”

Being a river county, Brady said Henderson also endures a lot of severe weather issues, including flooding, tornadoes and icy winters.

“We really need some specialized equipment that lends itself well to being used in adverse conditions,” he said.

Brady has acquired 13 diesel generators that now are housed at every volunteer fire department in the county, which will be substations not only for the sheriff’s office, but also for EMS and other emergency services in cases of severe weather when they need to have power. The agency deploys their Humvees for

deputies to take medicine to citizens in snow storms and bucket trucks to clear roadways of tornado debris.

When one tornado last spring destroyed local infrastructure, Brady’s office loaned out a 100,000-kilowatt generator so repairs could be made.

“That’s the type of advantages we see in it,” Brady said. “I feel like it is a great return for the people of Henderson County. We have well over a million dollars’ worth of equipment that Henderson County could not have purchased through our budget. >>

>> “It may not be for everybody,” Brady continued. “And you can’t take everything that’s offered because some of that stuff you can’t use. You don’t need to have it sitting around rusting. You have to be sure to do due diligence.”

MEETING A NEED

In Southgate, the police agency had to be rebuilt after merging with Highland Heights and then branching off on its own once again. Police Chief John Christmann has used the military surplus program to fill some basic needs on a small budget. When starting a department from nothing, he said the free equipment has been vital.

“We have gotten sleeping bags, coveralls, gloves, boots — more personal items that aren’t that big, but when you add it all up, it’s huge,” he said.

There are other items Christmann said may not be necessary for daily use, like high-quality video camera equipment he intends to use for surveillance, which would not be fiscally responsible to request from the city council.

“This is something we could never buy,” Christmann said of the camera equipment valued at roughly \$10,000. “For a department like ours, will we use something like this? Potentially, but it’s hard for me to justify going in front of council and saying,

‘Hey, we need something we may use once every two years.’ As a chief, I can’t ask for this when we need cruisers, guns and ammunition. But if we get it for a tank of gas to drive to Dayton, Ohio, that’s easy to justify. All it took was a couple hours of my guy’s day to drive up there and get it.”

Like Daviess County, Southgate also has created first aid kits for its officers to keep in their cruisers and stores them in backpacks they acquired from the military. Christmann is committed to making sure the police department is prepared for emergencies, which guides his decisions on acquiring many of the military’s available items.

“I gear everything toward emergency preparedness,” he said. “Like our chainsaw. You don’t think of a police department needing a chainsaw. But in an emergency, we may need it. We don’t need a Humvee to drive around the city. The city is too small. But in the winter time, if we can’t get to some place with the snow and ice, we need it.”

A SOURCE OF CONTENTION

This past year, the media has become flooded with images of heavily-armored police responding to riots across the country, which has led to increasing concerns about police militarization and a call to review the 1033 program. Across

the commonwealth, the resounding word from law enforcement has been that the suitability of these items is all in the approach.

“I hate to point fingers, but when you have guys out on Bearcats — that weren’t even surplus vehicles, they were things they were buying — but you have an armored vehicle with a guy with a sniper weapon lying on top of the thing scoping a crowd of people, that’s just stupid,” Jessamine County’s Neyman said. “I run our SWAT team, and to me, SWAT still should be sort of the mysterious group where we come, we go and nobody sees us. When you have guys with M-16s in full body armor walking around the middle of town, it just looks bad.”

In Henderson, the only disadvantage Brady sees to the program is the time commitment.

“I have a lieutenant who goes out to the county garage every Wednesday, and it is his job all day to maintain the equipment,” Brady said. “He checks to be sure the batteries are charged and to be sure everything will start when we need it to. We don’t want to have an emergency and have a bunch of dead batteries. And there are a lot of batteries in some of this equipment — some of them have four. Keeping good batteries in them is a challenge. So the fact that it uses my lieutenant one day every week just for military equipment maintenance is big, but I certainly still think we are getting a good value.”

Brady encourages agencies to explore the program to see if it could work in their communities. It is extremely valuable, he said, in rural areas.

“Don’t be intimidated by the paperwork,” he said. “Once you get in the groove, the paperwork flows pretty easily, quite honestly.”

However, Daviess County’s Taul warned officers new to the program not to get ahead of themselves.

“People need to be careful with it,” he said. “Everybody I talk to says not to just get on there and go crazy. You really have to think about what you really want. It is a huge responsibility. And the military doesn’t play when it comes to accounting for it.”

Kelly Foreman can be reached at kelly.foreman@ky.gov or (859) 622-8552.

“*You really have to think about what you really want. It is a huge responsibility. And the military doesn’t play when it comes to accounting for it.*”

34.7%

of Kentucky law enforcement agencies use former military vehicles.

DOCJT 2015 Comprehensive Survey



PHOTOS BY JIM ROBERTSON



Technology MEETS Training

KELLY FOREMAN | PROGRAM COORDINATOR

From full simulation rooms to 14-foot projection screens, the Department of Criminal Justice Training is growing to meet the ever-evolving needs of today's police officers.

Two of the agency's training facilities recently expanded to include new options for both skills and classroom training. In the firearms section, a new virtual firing range has been installed that allows recruits and officers the option to work on their basic marksmanship skills before moving into live fire, said Fran Root, then-branch manager of DOCJT's Skills Section.

"One of the biggest values, especially for someone who hasn't dealt with firearms before, is to be able to grasp some of those fundamentals before they get into the loud explosions and recoil," Root said. "This system eliminates those items, plus some of the expense in ammunition. Studies have found that students learn just as well, and I expect new students learn better, from the combination of simulation and live fire."

The virtual firing range replaces the former Fire Arms Training Simulator the agency has employed with countless recruit classes over the years. The FATS machine allowed one to two recruits to participate in scenario-based training, but the new virtual firing range creates 16 firing lanes, Root said. This expansion means that half a recruit class can be involved in simulation training at one time.

"There is downtime especially in handgun training because only half the class can shoot at one time," Root said. "Now half the class can be doing live fire and the other half can be doing simulation. They will get that much more trigger pull and sight picture and those types of things that are so vital."

Additionally, the virtual firing range allows for the use of rifles, OC canisters, Tasers and flashlights in simulation training, something that was unavailable on the former FATS machine,



PHOTO BY JIM ROBERTSON

▲ Justice and Public Safety Cabinet Secretary J. Michael Brown, left, talks with Firearms Section Supervisor Jim Simpson during a presentation about the new virtual firing range.



PHOTO BY JIM ROBERTSON

▼ Members of a recent recruit class used the virtual firing range as part of their firearms skill training. The expansion to a 16-lane simulation firing range allows students to increase their hours of firearms training without increasing ammunition costs.



PHOTO BY JOE WALLACE

Introducing the expansion of technology in DOCJT Facilities

Root said. The system still does allow for playback and coaching following the exercises as well, which Root said is a vital part of the simulation training.

In addition to a variety of pre-recorded scenarios, Root said DOCJT instructors will be able to film their own. In fact, the system can be used to replicate Kentucky-based scenarios — both situations that went right and those that went wrong — for training material.

“We hope to deal with a lot of non-lethal situations, such as a standard disorderly conduct call that has escalated to using force and the student has to work through it,” Root added. “The machine has branches depending on how the student is working their way through the scenario, the instructor can change the scenario while the student is dealing with it. If he or she is dealing with it properly, then it doesn’t have to go to a deadly force situation.”

Across campus, Leadership Development Section Supervisor Steve Howard has worked together with Eastern Kentucky University Information Technology to outfit a Schwendeman building classroom with the latest technology available to students.

A 14-foot screen and a 5,500 lumens Epson high definition projector are just the beginning of what students using the classroom will see. An HD document camera is recessed in the ceiling and shines down onto the computer-equipped podium, enabling an instructor to put a document as small as a business card under the lens that can now easily be seen in the back of the room, Howard said.

“The lecture capture camera in the ceiling has a 180-degree pan tilt zoom,” he said. “That’s going to be really unique when students do presentations, and we can record them and give it back to the students for them to watch themselves.”

There are two 60-inch monitors in the back of the classroom and one 80-inch monitor in the front that also are high definition. An interactive touch-screen white board can be used to access the Internet and draw and move images around the work station, Howard said. Up to four students can connect to its system at once.

The classroom primarily will be used for leadership, legal and instructional design

training, but Howard said as scheduling allows, all DOCJT classes will have access to the technology.

“EKU has told us this is the most high-tech classroom on university properties,” Howard said. “They have challenged us that it will always be able to do more than we can imagine. If you can think it, this classroom can already do it. So I have been challenging our instructors, when they go in there, to see how they can use the technology.”

The room is designed in two ways, Howard said. It can be used as one total station where the same images, videos or materials are displayed on all of the room’s monitors, or instructors can choose to “explode the room,” Howard said, which means that each individual monitor can be used as a work station to replace old flip charts for group work.

“The students can log in on their devices and work in their groups on their individual monitors,” Howard said. “You can have up to four students on each monitor. With five monitors, we can support 20 students.”

Howard also is hoping to add a set of 25 Kindle tablets to the classroom that will eliminate paper and save on material costs.

“We want to start with the Criminal Justice Executive Development course and issue them a Kindle with all their materials on it,” Howard said. “[We would provide the Kindle] instead of issuing each student three, three-inch binders of materials and the five books they are required to read for that class. It is a lot of paper saved and \$4,000 each year just on books. We can buy the e-version once and we have it.”

This classroom is designed to function as a test study for the possibility of implementing similar technology throughout the agency in the future, Howard said.

“We want to find out what works, what doesn’t work, what is a good investment and how we can use this technology in other areas,” he said. “I have been going in during orientation and challenging the officers to think of new ways to use this technology. The younger generation of officers has grown up with this tech, and they can teach us. That’s the great thing about it.”

Kelly Foreman can be reached at kelly.foreman@ky.gov or (859) 622-8552.



PHOTO BY JIM ROBERTSON

▲ Leadership Development Instructor Ed Lingenfelter draws on the new interactive white board to illustrate a point while teaching a class.

▼ Class members view Leadership Development Section Supervisor Steve Howard’s PowerPoint presentation on the new 14-foot projection screen.



PHOTO BY JIM ROBERTSON



ALL IN THE FAMILY

Understanding and eliminating the communication challenges between dispatchers and law enforcement officers through relationship building

ABBIE DARST | PROGRAM COORDINATOR

An emergency dispatcher can be a police officer's lifeline on the street. Whether coordinating resources, running checks, making notifications or getting officers help when and where they need it, dispatchers often are the key to an officer's safe and successful outcome on calls, traffic stops and other incidents.

"It's a relationship where one can't exist without the other," said Bowling Green Communications Center Manager Malissa Carter. "Patrol has to have dispatchers to give them information and find information, and dispatchers need patrol to answer calls. The better the relationship between the two, then hopefully the better service can be provided."

Unfortunately, there are inherent challenges which often hinder the successful communication and collaboration between dispatchers and patrol officers. From the set-up of the communication center to personality conflicts to simple misunderstandings in information exchanges, there are multiple scenarios every day that potentially can lead to communication breakdowns. If left unchecked, these breakdowns can harm the relationship necessary for dispatchers and officers to effectively get their jobs done.

In Madison County, a shift in the way the county communications are set up created challenges in the working relationship between dispatch and law enforcement personnel, said Wendy Lynch, who directs the Madison County 911 center in Richmond. For many years, Lynch served as a dispatcher for the Richmond Police Department, before a countywide center was created.

"When it was just one agency and one center, we had one set of rules," Lynch said. "But when you have multiple agencies, you have multiple rules and ways of handling situations. They use different MDTs and different channels. They may be expecting something from [us] that we do not realize we are not providing."

After a merger in 2010, the Richmond Police dispatch center became Madison County 911, taking over communications for all Madison County, which includes the

Madison County Sheriff's Office and Berea and Richmond police departments, as well as transferring calls for Kentucky State Police Post 7. In addition, they are responsible for dispatching fire, EMS, coroners and Madison County Rescue, for a total of 16 agencies.

Through open lines of communication between the communications center manager and law enforcement agency executives, many of the differences between the law enforcement agencies have been narrowed and unified, Lynch said. This not only makes the dispatchers' jobs and expectations more consistent across various county agency interactions, but also closes communication gaps created by agency differences.

In addition, when one communication center or PSAP serves an entire county with multiple law enforcement agencies, it changes the way dispatchers and officers interact and build personal relationships, Lynch said.

"When we were a solo dispatch center, officers had more freedom to come in and out," she said. "Now they are only in here for official business and, being located in Richmond, we rarely see the Berea officers. If they are [in Richmond] for court they may drop something off in

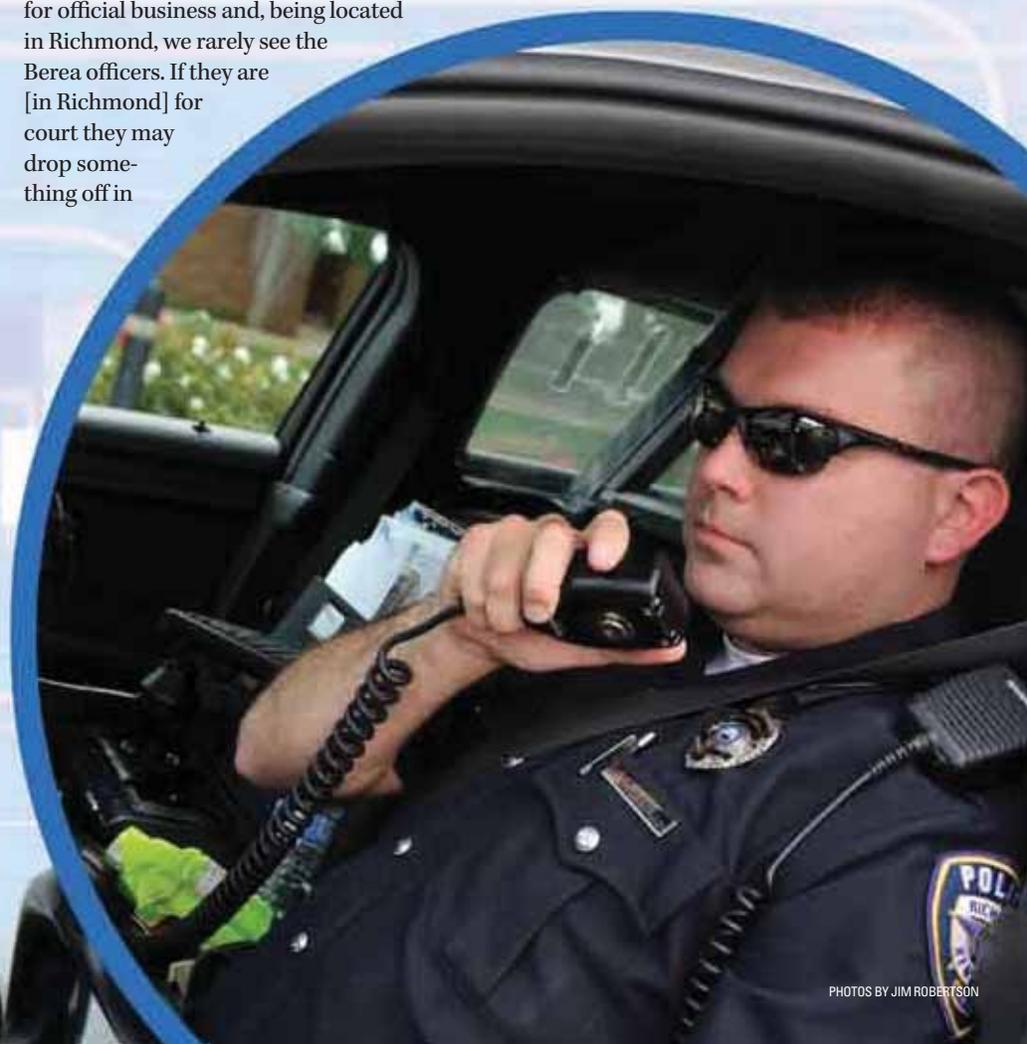
person, but often we exchange information electronically.

"We dispatch them daily, but may only see them in an agency training twice a year," Lynch added.

That lack of face-to-face communication potentially can make it more difficult for officers and dispatchers to truly get to know one another and build a teamwork atmosphere.

"Twenty years ago, when I started (as an officer) it was a somewhat antagonistic relationship," said Bowling Green Police Commander Melanie Watts. "It was the will of the officers against the will of the dispatchers, and they didn't always match. But now officers understand [dispatchers] are their lifeline, and most officers are very appreciative of that point.

"But officers have made it a point to get to know the dispatchers — they are not just an annoying voice on the radio telling you to respond to a call," Watts continued. "We're like family, that's the way we view it." >>



Dispatch-Officer Communication



▲ Certified Training Officer Tiffany Lindsey dispatches for Muhlenburg County 911.

PHOTO BY JIM ROBERTSON

>> Developing relationships and fostering the trust necessary to nurture that family feeling doesn't happen overnight, but takes both sides taking intentional steps in that direction.

The Bowling Green Police Department took their first steps years ago when the chief reorganized the department, putting communications under the Field Operations Division, instead of the Support Services Division, Carter recalled.

"The idea of that starts with our chief and at the top," she said. "I meet with the division managers of Patrol and the Criminal Investigations departments, and I think that close relationship starts at the top. But having our division in with Field Operations keeps us more informed of daily operations and things that affect us."

"It's really good that they consider us a part of that team and not just a separate support system," added Lori Cooper, BCPD

Communications Center supervisor. "Even though we do support the officers and work closely with them, it's more of a team effort. We work mostly with patrol, and to be considered part of that bureau has been a big asset."

With that change, dispatchers began attending shift briefings and preparing the briefing sheet. As communications personnel became integrated into the Field Operations Division, better relationships between dispatchers and patrol officers were established, and the agency's family mentality began to take shape.

"It's like a brother/sister relationship," Carter explained. "There can be aggravation on either end, but like with any family, I can fight with my brother or sister, but nobody else better mess with them — I'm protective."

In Muhlenburg County, this same family feeling has developed between County



"We are very close to them; we consider them our family. They come in and out and we help find information for them that they need. I know they call us their lifeline, but they are our family."

911 center personnel and officers in the four law enforcement agencies for which they dispatch.

"We are very close to them; we consider them our family," said Kristi Jenkins, director of the Muhlenburg County 911 Center. "They come in and out, and we help find information for them that they need. I know they call us their lifeline, but they are our family."

For BGPD, this closeness began by reorganizing the department, but there are multiple ways agencies can build closeness and understanding between communications and patrol. Muhlenburg County has a tactical dispatch team that trains with local officers and builds that relationship.

Last year the county experienced a major fire that killed nine people and injured numerous others. In the midst of the situation, dispatchers coordinated efforts with multiple agencies to respond quickly

and help save lives. In the aftermath, dispatchers and officers attended debriefings together to deal with the emotional aftermath, Jenkins said.

However, it doesn't have to take a traumatic event to bring the two entities together. In Madison County, dispatchers are included in many of the off-duty events and gatherings put on by the local police departments.

"We participate in things like the Richmond police and fire departments' Turkey Bowl, which is a touch football game hosted around Thanksgiving each year," Lynch said. "There are softball games and 5K runs, and dispatchers always are invited to participate. We incorporate ourselves into those events and are able to meet and get to know the officers that way."

Similarly, Muhlenburg County puts on a safety

day for the community each year involving multiple agencies.

"You have to get involved in community projects with other departments," Jenkins said. "It will build relationships and help you get to know officers. [Officers] need to know they can trust you and rely upon you. If they are going to trust you because their life is in your hands, you need to learn their names."

Perhaps most important to building a positive relationship between dispatch and patrol is building empathy and understanding the everyday rigors of each position's job duties and environment. It is often the blind world surrounding dispatchers inside the communications center, where they cannot see what is happening out in the field, but only hear a

voice coming over the radio, that leads to misunderstandings, >>



PHOTO BY JIM ROBERTSON



◀ Bowling Green Master Police Officer Eric Houchins speaking with Communications Supervisor Lori Cooper.



Dispatch-Officer Communication

>> said Stacy Hatler an advanced dispatcher with BCPD, who also is married to a KSP trooper.

“When [officers] sound hateful or lose their temper with us, I have to remind my dispatchers that we don’t know what they’re going through,” Jenkins said. “We know what we hear on the phone, but we’re not in person with them and we need to put ourselves in their shoes.”

“When we don’t see their facial expressions but here a certain tone, we need to reflect and remember they are dealing with a high-stress situation in person,” Lynch agreed. “We get stressed in here, but [officers] are looking at all directions and there are other things happening on scene that can heighten their tone.”

On the flip side, Lynch said officers need to understand and respect the atmosphere within the communications center as well.

“A lot of times one agency is having down time, but another agency could be busy, and it takes dispatchers educating officers as to why they should ... respect what’s going on in the room and

understand that other channels might be busy,” Lynch said. “The big key is communicating with them.”

One method many agencies have adopted to help build this level of empathy and understanding on both sides of the radio is incorporating it into the training process. Having new dispatchers ride along with officers to see what happens during domestic violence calls or traffic stops helps them to understand the reality of what patrol officers see and experience throughout a shift. In the same way, having new officers spend several hours inside the dispatch center helps them understand the plethora of information coming in and going out of the center on a constant basis.

“I am a proponent of new officers sitting in dispatch and having that perspective,” BCPD’s Watts said. “Until I was a captain, I didn’t spend a lot of time in dispatch, but on night shift, if things were slow, I would go and spend time inside the communications center. I learned how hard the job was and it gave me that perspective.

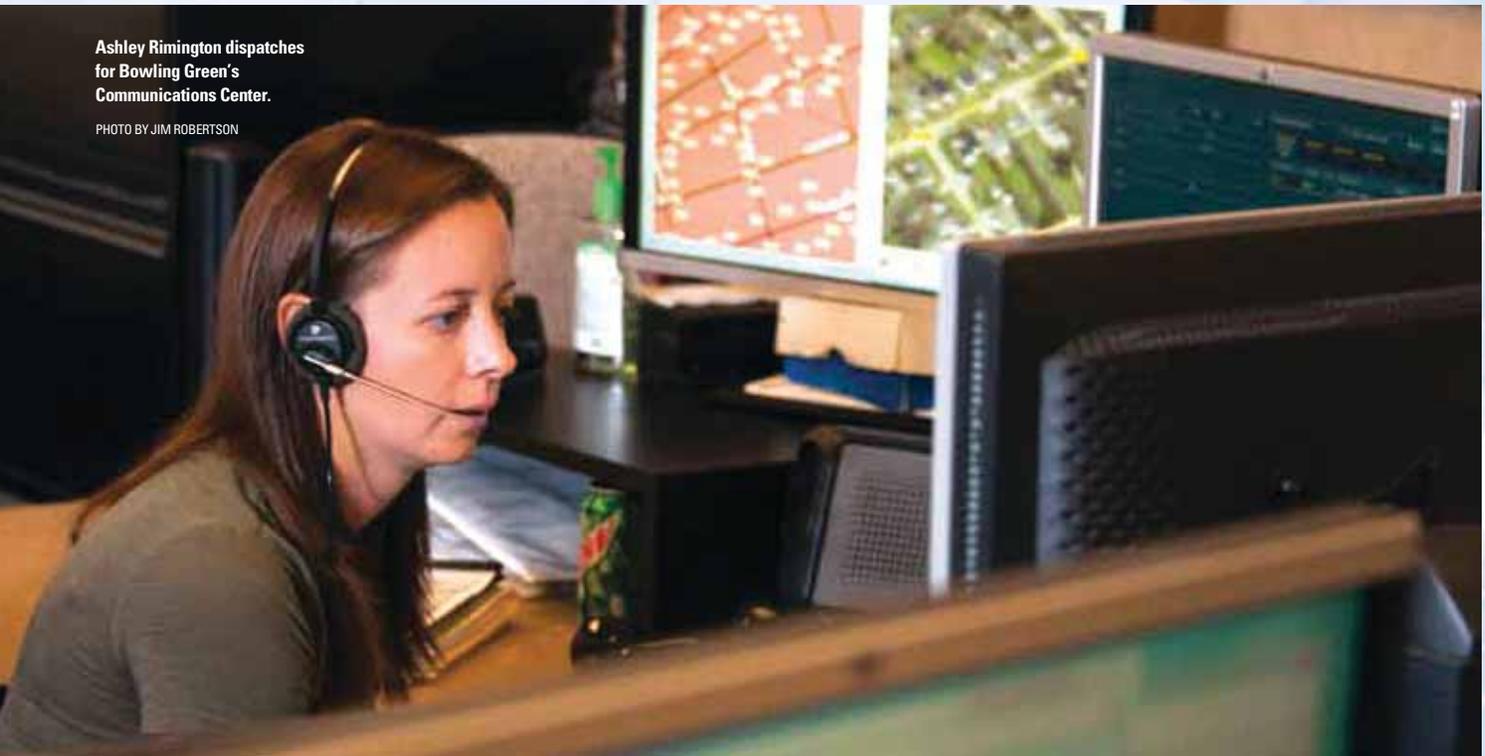
“If there was a rift that came up (between an officer and dispatcher), I would say you need to sit in dispatch for a while,” Watts continued. “The police radio could be quiet and our communications center can be very busy, and officers don’t realize that. When they sit in there and realize [dispatchers] do things other than answer their radio, it gives them an appreciative glance at what dispatch does.”

There are multiple ways law enforcement agencies and communications centers can partner to nurture strong, empathic relationships between their personnel. As long as supervisors and managers on both sides are willing to step in and provide opportunities for learning, team building and, occasionally, venting, the us-versus-them mentality can be dismantled and dispelled, allowing the two groups to learn and grow together, to provide the best service and protection to the communities they serve. 🍷

Abbie Darst can be reached at abbie.darst@ky.gov or (859) 622-6453.

Ashley Rimington dispatches for Bowling Green’s Communications Center.

PHOTO BY JIM ROBERTSON



The Peak of Professionalism

An inside look at KACP's new telecommunications accreditation program

ABBIE DARST | PROGRAM COORDINATOR

“I know how much dispatchers care about what they do, and it’s nice to have an outsider look at what they’re doing and validate the hard work they put in,” said Bowling Green Communication Center Manager Malissa Carter.

Carter led the Bowling Green Communication Center to its first telecommunications accreditation acquisition, setting



▲ Bowling Green Police Communication Center Director Malissa Carter sought out accreditation to provide confirmation that her dispatch center was providing top-notch service.

PHOTOS BY JIM ROBERTSON

them up as one of the first two communications centers in the state to receive the new Kentucky Association of Chiefs of Police Telecommunications Accreditation certificate.

In December, KACP launched its telecommunications accreditation program with 12 pilot agencies, expecting the process to take about 12 to 18 months for most agencies to complete. However, Bowling Green and Muhlenburg County 911 achieved the feat in about four months, and were awarded their official certificates in late April.

“It was nice to pull the policy or procedure for each standard and see that we complied,” Carter said about the process of preparing for accreditation. “We made some adjustments, but for the most part we (already) handled things the way they wanted in the standard.”

Being a frontrunner in the accreditation process is not new for Bowling Green. The police department was one of the first agencies in Kentucky to achieve accreditation through KACP more than 20 years ago, and received its fifth five-year accreditation certificate in July 2013.

“I’ve always been proud of the status of being one of the first police departments to be accredited,” said Bowling Green Police Chief Doug Hawkins, “and I selfishly wanted the achievement of being the first

communication center accredited. It is meaningful to me to have the same standard with our communications center. It’s a testament of our professionalism in our community and the quality of our agency.

“As importantly locally, is how accreditation translates into quality of service,” Hawkins continued. “Accreditation inspires confidence and is a meaningful measure of performance, and when put into play, it translates to high-quality service to our community.”

Part of what made the journey to accreditation quick and efficient for the Bowling Green Communication Center was the police department’s prior accreditation, Carter said. There is a section of standards housed inside law enforcement agency accreditation standards that specifically relates to the telecommunication center. Having met and complied with these standards for more than two decades, Carter already knew that her center and staff were operating on a highly effective level, she said.

“It was different because as part of the police department there were standards already in place like record keeping, the evaluation process and other areas where we already had policies in place,” Carter said. “Maj. Michael Delaney pulled all of those together, and then the more call-center specific standards such as the dispatching >>





▲ Muhlenburg County 911 Director Kristi Jenkins has led the 911 center since 2003. Her hard work and determination allowed her agency to become one of the first two accredited dispatch centers in Kentucky.

PHOTO BY JIM ROBERTSON

>> process and emergency situations, I assisted him in getting those policies and procedures together.”

But even though they had a good head start on policies and procedures, preparing for the on-site visit still was taxing, Carter said.

“We were confident, but it was nerve wracking because you know you have the right answers, but you might not always be able to come up with them on the spot,” she said. “But after it was over, we realized it wasn’t so bad. Our dispatchers are well trained and they knew the answers off the top of their head.

“The nice thing about accreditation is they don’t ask for concepts that are far out or based on theory,” Carter continued. “They wanted to know your daily practices, performance practices — not how you operate in a vacuum, but how your operations should work every day.”

As an independent public-safety answering point, or PSAP, the Muhlenburg County 911 center did not have the benefit of falling under an agency that had already achieved accreditation. And unlike the BGPD Communications Center,

Muhlenburg County 911 dispatches for multiple law enforcement agencies in the county, as well as fire, EMS, the Humane Society, constables and county utilities.

“As a stand-alone PSAP you have to come up with all of it on your own,” said Muhlenburg County 911 Director Kristi Jenkins. “There were things I felt like we had covered and were doing well. But once I saw the standards, I realized we weren’t fully covered. It was good to see and realize what I needed in my center.

“Though the process mainly fell on me to implement, it also fell on the dispatchers because it is their responsibility to know our procedures,” Jenkins continued. “They took it that we are here to serve the responders and citizens. That’s a big responsibility — their lives are in our hands. We want to do anything we can do to better ourselves, so we took it and ran with it.”

Jenkins, who has served as the PSAP director since 2003, consistently has strived to run the most efficient and effective communications center possible, she said. When the accreditation program was launched in December 2014, she had just begun a policy and procedure update.

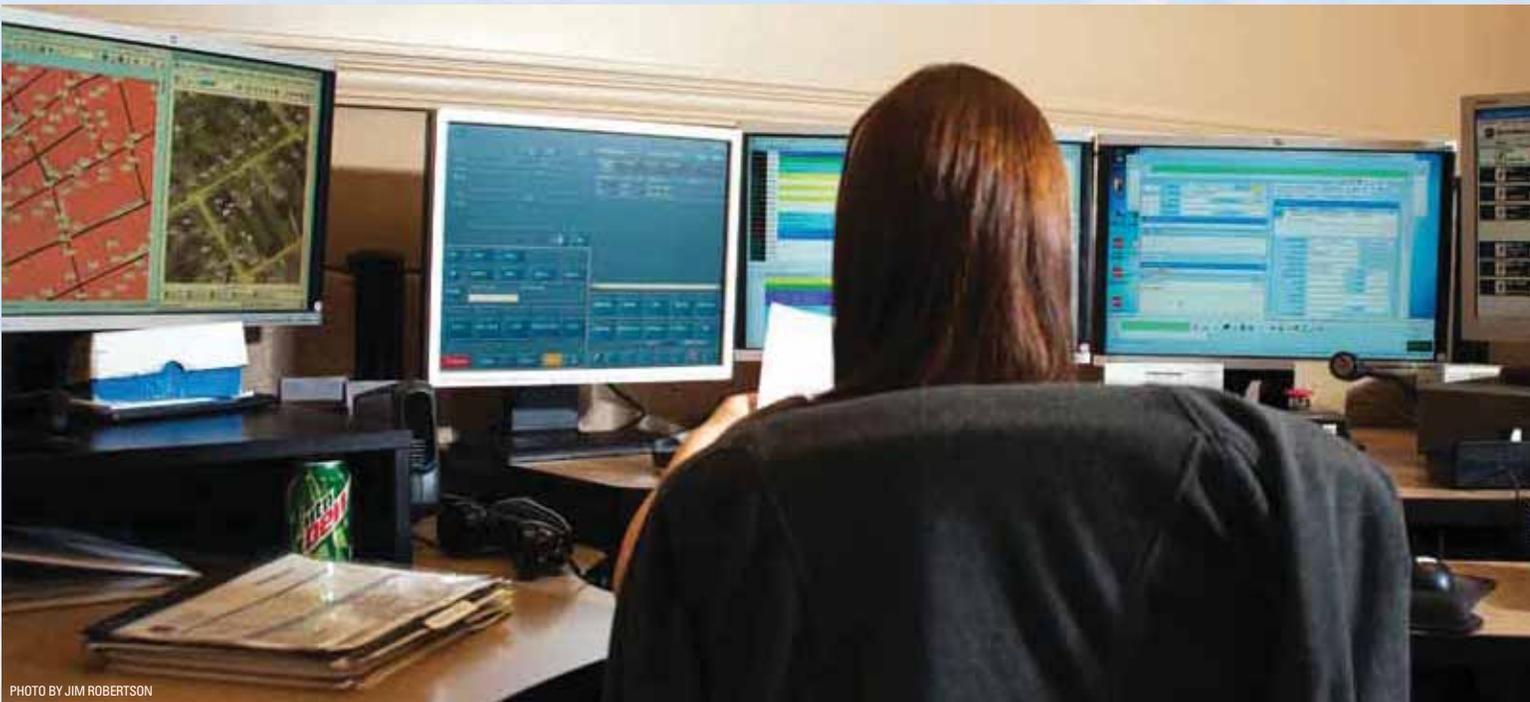


PHOTO BY JIM ROBERTSON

“One reason we were able to accomplish accreditation so quickly was the training requirements,” Jenkins said. “It was broken down to trainers, supervisors, directors, managers, and we already had all of that taken care of. And the quality assurance — we do evaluations and we record them, and they’re filed. We stay on top of that because you can’t correct something if you’re not finding it. We are constantly doing quality assurance.”

For Jenkins, she found that she was already running a top-notch center, but she still had room to learn and grow in certain policy areas.

“It’s just about serving for me,” Jenkins said. “Even at our quarterly staff meetings, I’m always analyzing about how we can improve. We do an excellent job and I will praise [my staff] for that. But we start each meeting with what can be improved and end with what they will do.”

“When they think they know it all and can’t learn anything else, it’s time for them to leave,” Jenkins continued. “This is not a job where you will ever know everything and not have room to improve.”

“The nice thing about accreditation is they don’t ask for concepts that are far out or based on theory. They wanted to know your daily practices, performance practices — not how you operate in a vacuum, but how your operations should work every day.”

When KACP Accreditation Manager Shawn Butler prepared to roll out the telecommunications accreditation program, he knew it was important that, like Jenkins and Carter, the communications centers across the state take ownership over the program.

“They do this on a day-to-day basis.” Butler said. “I didn’t want their community to think the police were developing their program. It was developed by them.”

He secured the input and direction of telecommunications instructors at the Department of Criminal Justice Training who have not only served in communications centers in their careers, but also have taught best practices and trained hundreds of telecommunications personnel in the basic academy and numerous in-service and leadership courses.

The program consists of 60 standards, broken down into 12 chapters that touch on every major facet of operating a professional communications center in Kentucky. To kick off the program, Butler traveled to various locations in Kentucky to talk in depth about the standards and the program expectations.

“We took all 60 standards and went over them one by one,” Butler recalled. “It wasn’t the sexiest, flashiest thing, but we’ve done that with the law enforcement accreditation for a while, and it works

because it lays it out and [they] understand what we want, what we’re looking for and the rationale behind the standards.”

Butler sees the telecommunications program eventually taking on similar qualities of the law enforcement program, in networking and idea and policy sharing among agencies, he said. Ultimately, the accreditation program will encourage professional growth and accountability statewide, which in turn makes all first-responder services better.

The program is set up on a four-year reaccreditation timeline, to ensure that the rapidly changing technology in the field is kept up to date with necessary policy and procedures to cover them, Butler said.

“Shawn Butler said it wasn’t easy to get accredited, but it is even harder to maintain it,” Jenkins recalled. “But I have no doubt that we’ll get it again in four years. He said people will get the policies and procedures and won’t stick to them. Our goal is to stick with them.”

“I think anything you can do to improve your agency, to have better standards for your agency and to better serve the public and responders, you are obligated to do,” Jenkins added. “We are a service, and we should do it to the best of our abilities.”

Abbie Darst can be reached at abbie.darst@ky.gov or (859) 622-6453.



John Carey dispatches calls for the Madison County 911 Center in Richmond.

PHOTO BY JIM ROBERTSON



ABBIE DARST |
PROGRAM COORDINATOR

TELECOMMUNICATIONS EXECUTIVE DEVELOPMENT PROGRAM

DEVELOPING STRONG, PRACTICAL LEADERS

Telecommunications Executive Development Program

This program is designed for telecommunications supervisors, managers and directors.

The course provides them with contemporary theories, management techniques and leadership skills, enabling them to perform more effectively and efficiently in their leadership positions.

Prerequisites to the program include completion of one of the following:

- Telecommunications Executive Development 1 or 2
- Leadership 911
- Five sessions of Telecommunications Advanced Leadership Kentucky
- 80 hours of KLEC approved leadership courses

Today's communications center is a fast-paced, high-stress and quickly-evolving environment. Developing leaders who know how to motivate employees and stabilize group dynamics is mandatory for today's communications centers to keep up with the ever-changing world around them.

Just wrapping up its third class, the Telecommunications Executive Development Program is designed to empower and equip telecommunications supervisors, managers and directors to perform more effectively and efficiently in their leadership positions. The pinnacle leadership course offered for Kentucky's telecommunications executives, TED teaches students what it means to be leaders in their communications centers, in their communities and within themselves — on and off duty, Advanced Telecommunications Instructor Amanda Basham said.

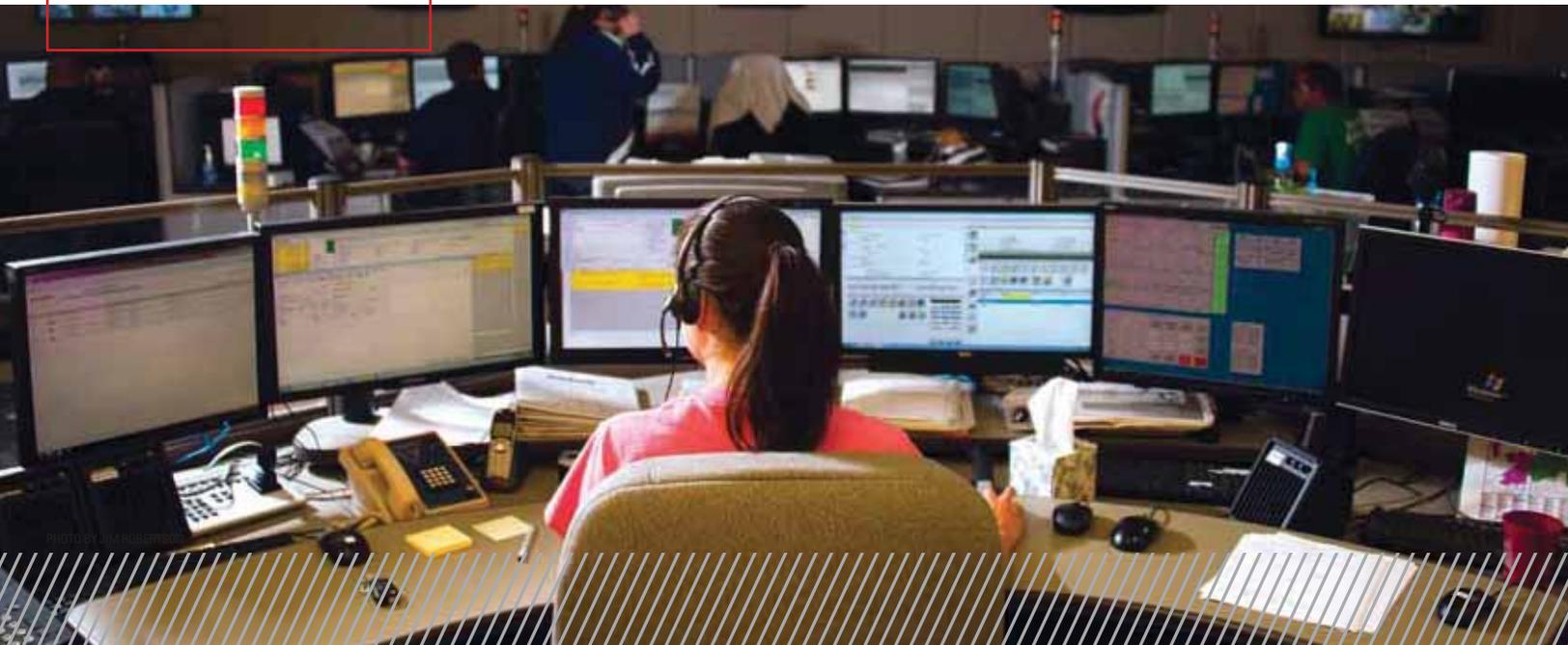
"We're teaching contemporary leadership theories and best practices, and we spend a lot of time on self-development as a leader," Basham said. "Everything a leader does

affects the entire 911 center, from employee attitudes to the way things are done. We don't just talk about leadership and ethics on the job. How your communications center is seen is on you.

"You are your agency out in the community," she continued. "We focus on how you behave when you're not at work and what you do when no one is watching, too."

A HISTORY OF LEADERSHIP

The foundational leadership concepts discussed in the three sessions of the TED program — taught in three one-week sessions over three consecutive months — are not new to these telecommunications leaders. A decade ago, the first TED classes were taught to selective telecommunications executive personnel to refine leadership and management skills. These classes were taught as annual in-service classes, and students typically took one 40-hour course each year. It could take two to three years for students to complete all three classes, Basham said.



“Maybe an agency couldn’t allow its supervisor to travel three times a year, or there were staff shortages or the classes were too full to get them all in a year,” she explained. “But now, it’s still three weeks but it’s in one program so students can finish in three months, instead of three years.”

In addition, other leadership classes have been developed that now stand as pre-requisites to the TED program, such as Leadership 911, which introduces students to situational leadership — a concept that is reviewed and built upon in TED, Basham said.

“We review it and teach them how to apply it with actual case studies,” Basham explained. “It’s very effective for them to not only hear it, but see it and do it.”

By the time students enroll in the TED program, they are prepared to undertake the challenges of the program which stretch and further develop them as leaders.

THE NEXT STEP

Beginning week one, Basham helps students explore their values and beliefs in reference to leadership. Through exploring their own values, studying various leadership strategies and extensive class discussion, each student develops and writes his or her own leadership philosophy and presents it to the class by the end of the program.

“The philosophy is their beliefs, and they can give it to those who work for them, so their employees can know what is expected of them as workers and what their employees can expect from them in return,” Basham said.

“We also spend a great deal of time on emotional and social intelligence as it relates to working with others in the communications center,” Basham continued. “We are giving them tools for their toolbox, but it’s more than just that. We try to give them real-world tools to use at home to develop themselves as leaders.”

Their personal leadership philosophy, prepared and ready for distribution is just one of multiple take-home tools with which students leave the TED program. The program also covers open records and walks them through what they need to know to effectively handle open records requests. They discuss grant writing, and

“

We’re teaching contemporary leadership theories and best practices, and we spend a lot of time on self-development as a leader.

”

students in previous classes have written successful grants for equipment based on the grant they wrote during the TED program.

In addition, blocks on scheduling, budgeting and a segment with presenters from the Kentucky Department of Wage and Hour provide these communications center leaders with specific best practices they can implement immediately when they return to their agencies, Basham emphasized.

TED also challenges students to develop their oral presentation skills, by providing numerous public speaking opportunities. This is especially beneficial for those directors who must present their budgets and requests for new equipment before city and county governing bodies, Basham said.

The program also touches on social media, looking at the pros and cons and how it can be used as a leadership tool.

“So many agencies think social media is not a good thing,” Basham said, “but they can use it to enhance their work. It can be used positively.”

NETWORKING AND COLLABORATION

With all the take-home tools and leadership development offered throughout TED, the program would be well worth any telecommunications executive’s time and effort. But one key element transforms the class from curriculum and objectives into a living, organic program targeting students’ specific issues and their strengths and experience.

“My job is to write curriculum, cover objectives and teach them,” Basham said, “but [the course] is so much more than that. We make sure when we get into deep

discussions to cover the objectives, but it is important to let them bounce ideas off each other and share things. If it works for you, share it. We’re all in this together.”

The networking opportunities and in-class discussions allow students to take the information they are learning and make it real for each of their situations, as well as share in each other’s strengths, weaknesses and experiences.

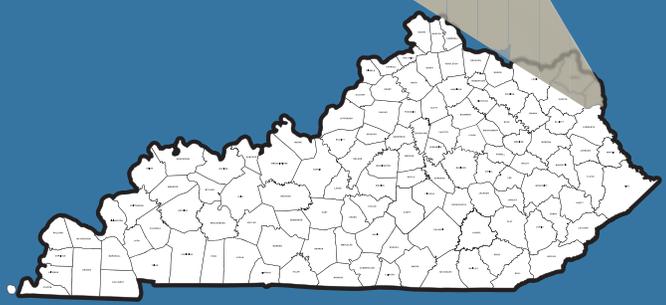
“I know what they learn in this program is so much more than what we give them — it’s what they give each other,” Basham said. “I’ll introduce a topic and they talk about the way they do it at their agencies. There is so much information sharing, it is just awesome to see.

“There’s a lot of open discussion because everyone has different opinions and perceives things in different ways,” Basham continued. “What people think is important differs from person to person, and that’s OK. If we didn’t discuss things openly, some parts of the class, like ethics and personal behavior off the job, might not be received as well — but it is.”

The information sharing and relationships fostered don’t stop once the class is over. Students continue to use their contacts in the class to share ideas and best practices even after the class ends, Basham said.

“The focus of the entire course is developing yourself as a leader,” Basham concluded. “It is looking within and understanding you’re a work in progress. If you work on yourself and develop your own strengths, you can help others do the same.”

Abbie Darst can be reached at abbie.darst@ky.gov or (859) 622-6453.



One Step Ahead



Ashland Police Department

ABBIE DARST | PROGRAM COORDINATOR

In a city of nearly 22,000 residents — more during daytime hours when workers pour in from neighboring Ohio and West Virginia — the Ashland Police Department's 48 sworn officers have their work cut out for them.

But through cross-jurisdictional partnerships and a readiness to use available technology, the Ashland Police Department effectively connects with its residents, creating new ways to gather and distribute information and looking outside the box to help keep the Ashland community a safe and productive place to live, work and play.

"We are as open as we can be, and technology is huge for us," Chief Robert Ratliff said. "We put as much information out there as we can so people don't have to guess at what is going on."

Like many of their counterparts across the state, Ashland Police Department uses social media to gain and disseminate information. With more than 8,200 likes on Facebook and a healthy Twitter following, APD updates the community on everything from individuals wanted on warrants to new booster-seat laws taking effect.

However, the department's most valuable and unique social media tool is the Ashland Police Department app, created in-house by Officer Ryan Conley in 2012. Ashland was the first police department in the state to create and use an app specific to its department and community.

The app features a section of officer resources, allowing officers to view their schedule, search the Kentucky Revised Statutes, access Court Net and peruse LeadsOnLine to keep up with local pawned merchandise that may be linked to stolen goods — all in the palm of their hand.

Moreover, the app provides multiple unique features to engage the community and make information sharing between the department and the public easier and smoother.

"The app was designed to push out notifications that members sign up for," Ratliff said. "When we want to push notifications out — if we're doing a drill at a school or a situation happens or we need people to avoid a certain area — we push it out through the app and it pops up on their (smart device) screen."

In one recent instance, a local school was put on lock down because an armed individual was hunting on school property. Using the app, the police department pushed out notifications to citizens and parents about the lock down and what was happening along with updates on what was going on with their children throughout the incident.

"We received a lot of positive feedback because parents could keep up and stay in touch with >>

“*A lot of things we do here are just about, ‘what can we do for the people who live and work here?’*”

>> the activity of law enforcement with the kids at school,” Maj. Mark McDowell said. McDowell is the major over the agency’s Field Operations Division, which handles Ashland’s calls for service.

Although the app is the most direct and immediate way to get important information to the community, he said, it serves other functions as well. From allowing residents to submit a police report or tips and ‘silent witness’ reports to providing access to collision reports, the app helps Ashland’s residents share information and save time.

“A lot of things we do here are just about, ‘what can we do for the people who live and work here?’” Ratliff said. “People get busier and busier, and anything we can do to help — if they don’t have time to come to the station to file a report, for instance, they have an option available to them. Or if they can’t get a copy of a report, they have an online option to get that.

“A lot of things we do are not for us, it’s about what we have to offer. If we can provide those things and it’s easy for us to do, it makes life easier for everyone,” Ratliff continued.

Catering to the needs of the community does not stop at engaging in social media and offering the police department app. The department also began what it calls a Safe Exchange Zone, a designated area at the front of the building that is monitored by video, including the front vestibule and lobby area.

“We offer the Safe Exchange Zone to people doing Craigslist-type transactions,” Ratliff said. “They can come make the transaction and have it recorded. And if it’s during the day, they can come inside and do it. But it also can be for domestic issues too — child custody exchanges. If someone needs a place like that, it is available.”

FRUITS OF LABOR

A building that can benefit the community and better fit the department’s needs was Chief Ratliff’s No. 2 long-term goal when he first took over as chief nine years ago, after serving the department for 24 years. In 2010, that goal was realized when the police department moved across the street into a brand new building, allowing all agency personnel to be together and easily accessible. In the old building, the agency randomly was sprawled across five floors, and some sections seldom saw each other at all, Ratliff recalled.

One of the spaces they planned for in the new building was a community room that could be used by any public group for meetings, trainings or other functions.

“The community is behind all the things we do,” Ratliff said. “That’s what it’s all about, having them come in and use their building.”

But before the new building was completed, Ratliff and his agency were able to meet his No. 1 goal — accreditation. The old building was a huge hindrance to the accreditation process, and had caused prior chiefs to procrastinate, Ratliff said. But through determination and creative thinking, Ratliff and his staff obtained accreditation through the Kentucky Association of Chiefs of Police in 2006.

After meeting the first two goals on the list he developed upon taking the helm of the agency, Ratliff quickly began leading the department through the remaining goals, constantly seeking to better the department to best serve the residents of Ashland.

“Some guys used the goals list like a score card and kept track of how we were doing.”

The Ashland Police Department was the first Kentucky agency to develop and use an app specific to the department and city. Developed by Sgt. Ryan Conley in 2012, the app pushes notifications out to the public and allows the public easy access to police reports, among other benefits.



Ratliff recalled. “And we met every one of those goals.”

Now, after 33 years serving a department he’s grown to love, Ratliff has turned the goal setting over to his officers, he said.

“I had things I wanted to do when I first came on, from then on, if there wasn’t anything specifically we wanted, we asked the men and women in the department what they wanted done,” he explained. “We enjoy getting information back from them about where they want (the department) to go.”

TRI-STATE AREA

One of Ashland’s unique aspects is that it borders Ohio and West Virginia, with major interstates running through it. That interstate traffic and proximity to other locations brings with it a tendency for drug trafficking and cross-jurisdictional crime, McDowell said. In an effort to combat the criminals gliding back and forth across the borders, Ashland participates in the Tri-state Law Enforcement Council, which meets monthly to share information.

“We know our criminals aren’t staying here and theirs are not staying there, so we try to share information to defeat that,” Ratliff said.

The council has been around for nearly 30 years, but the information sharing plays just as an important a role today as it ever has, often drawing agencies to the meeting from as far as Charleston, West Va. and Columbus, Ohio.

“If we have a crime that is unsolved, we’ll take it to that committee, and it’s helped,” Ratliff said. “Sometimes if we have a crime here, they see the same thing over there and we have been able to share information and solve crimes across borders.”

Building off that concept, Ashland more recently built a similar council with other law enforcement agencies in the county, including Catlettsburg, Boyd County Sheriff’s Office and the Kentucky State Police. Representatives from each agency get together and discuss what’s going on within the agencies.

“It helps with drug issues too,” Ratliff added. “We’re all in the same county and working with the same people — it is counterproductive to independently work the same people and cases — so we work together.”



Ashland Police Officer Matt Davis talks with motorists after a fender-bender incident in a local parking lot.

PHOTO BY JIM ROBERTSON

EXTRAS

Ashland’s officers are not only busy doing everyday patrols, taking calls for service and conducting investigations, but they also are called upon to police large events hosted by the city of Ashland throughout the year.

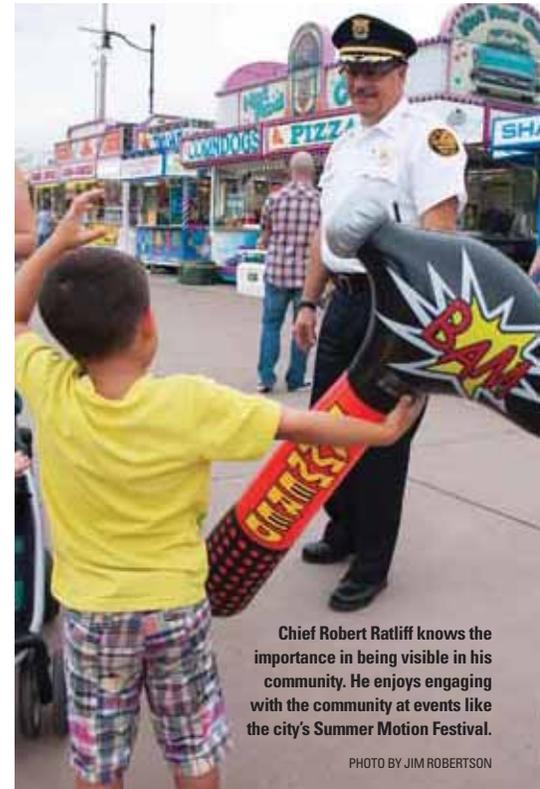
One such event is Summer Motion, which takes place during Fourth of July weekend. Drawing 10,000 to 20,000 people to the riverfront, the three-day event takes on a life all its own, Ratliff said. The agency uses its bike patrol for the Summer Motion festival and other festivals during the year. Officers working the event are allowed to wear a different uniform — tactical polo and shorts — to keep them comfortable in the heat and long hours, as well as making them more approachable to festival goers.

“It’s like having another city in the city,” Ratliff explained. “We set up a mobile dispatch which operates totally independently from anything happening in the rest of the city. We take a manned vehicle down there and have dispatchers just for that event, and then staff it with about 20 officers.”

The Ashland Police Department is constantly looking to better the department to best meet the needs of its community, and the staff is continually striving to improve professionally in serving its community.

“Our people are our greatest asset; we have some very talented police officers who care for our community,” McDowell said. “I would be quite comfortable having them work a crime in my house, taking the time to conduct a thorough investigation and putting together a good case.”

Abbie Darst can be reached at abbie.darst@ky.gov or (859) 622-6453.



Chief Robert Ratliff knows the importance in being visible in his community. He enjoys engaging with the community at events like the city’s Summer Motion Festival.

PHOTO BY JIM ROBERTSON



PHOTO BY JIM ROBERTSON

BROKEN WINDOWS.

**Is the criminal justice
theory still applicable
today in Kentucky policing?**

KELLY FOREMAN | PROGRAM COORDINATOR

PHOTOS BY **JIM ROBERTSON**

PHOTO ILLUSTRATIONS BY **TRANG BASEHEART**



A large, stylized letter 'W' graphic in a dark orange-brown color with a distressed, splattered texture. It is positioned on the left side of the page, partially overlapping the background image of a window with a broken pane.

When the March 1982 issue of *The Atlantic* hit newsstands carrying George Kelling and James Q. Wilson's theory about policing's role in maintaining public order, the university professors had no way of predicting the lasting effects their observations would have on police culture more than 30 years later.

Many Kentucky police executives have touted the continuing relevance of the theory — specifically as it relates to community policing. Yet, little more than one year after an officer-involved shooting in small-town Ferguson, Mo., set off a nationwide uprising against the police, some critics have questioned whether the theory has led law enforcement down a slippery slope of increased militarization and government overreach to uphold that order.

L.A. Times reporter Patt Morrison published a column in January in which Kelling defended his decades-old theory that maintaining public order also helps prevent crime. Controversy over the theory

has grown since a Staten Island man, Eric Garner, died of a chokehold when NYPD officers took him into custody for illegally selling cigarettes.

"Broken Windows is a tactic, an essential part of community policing that works with the community to identify problems and set priorities," Kelling told Morrison. "It doesn't matter what problems the police are up against, they need partners to resolve them."

The Broken Windows theory, as described by Kelling, establishes that if a window in a building is broken and left unrepaired, the rest of the windows also will soon be broken. In other words, disorder creates an impression among the community that no one cares. That impression leads to more indifference, and ultimately, a rise in criminal activity in the neighborhood.

On the flip side, Kelling and the late Wilson theorized that establishing and preserving order would lead community members to feel safer in their homes and reduce the prevalence of "disreputable, obstreperous or unpredictable people," who cause fear among law-abiding citizens.

It seems simple enough. But in application, sometimes the method has gone astray.

Criminal justice theory scholar and Eastern Kentucky University School of Justice Studies professor Dr. Peter Kraska,

wrote about how he believes the Broken Windows theory, when misapplied, has led to a disturbing rise in militarization among American police.

“It focused on creating a climate of order in the community through highly proactive police work,” Kraska said of Broken Windows in his article, *Militarization and Policing — Its Relevance to 21st Century Police*. “The police were to aggressively police the neighborhoods they took ownership and pride in — eliminating those signs of disorder (broken windows), which acted to breakdown community controls. This strand of community policing has, in many instances, transformed into a zero-tolerance policing model, where the police strictly enforce all infractions of law and order using an array of aggressive tactics such as street sweeps, proactive enforcement of not just the law but community order and a proliferation of drug raids on private residences.

“Police administrators using SWAT teams to aggressively patrol hotspots and conduct investigatory drug raids viewed this as wholly consistent with Wilson and Kelling’s vision,” Kraska continued. “These police agencies are integrating a military-model approach — occupy, suppress through force and restore the affected territory — with second-strand community policing ideology, which emphasizes taking back the neighborhood, creating a climate of order and aggressively enforcing minor law and order infractions; all in an effort to cultivate healthier communities.”

Combine that militarized, zero-tolerance approach with President Ronald Reagan’s war on drugs and the outcome is a generation of peace officers who police with the mentality that they are warriors,

said Dr. John W. Bizzack, Department of Criminal Justice Training commissioner.

“On a national level, what is broken is police training,” he said. “That is what truly is broken. The idea that police officers are warriors, even though perhaps the term warrior wasn’t used. The idea that the thin blue line is the only thing that stands between anarchy and democracy — those concepts that were entrenched, embedded and idealized — that is what is broken. In the larger cities that had academies, that was the mentality through which all the curriculum was taught — it’s us against them.”

That creates a battlefield mentality and a combatant attitude.

“Along with all the other altruistic actions police can take, when that is entrenched in an attitude, it is much more likely, as decades have shown, that officers are going to approach a problem

or an issue with that mentality as opposed to a peace officer or problem solver,” Bizzack continued. “We have ignored too long the roots of the problem that is police training, hiring, selection, pre-screening methods, how that training is delivered and the philosophy and environment in which it is given. That is what molds police attitudes.”

Officers who police their local neighborhoods with a warrior mentality and attempt to execute the principles of the Broken Windows theory are perceived not as community members working together for the greater good, but instead as an oppressive, militarized force threatening democracy and citizens’ rights.

Nationally, politicians and law enforcement executives are scrambling for a quick fix to the problem of a violently-deteriorating relationship between officers and the community. >>

► The Broken Windows theory is rooted in the idea that properties such as this one in Lexington, when left untended, lead to the breakdown of pride in the community and ultimately a rise in crime.





>> The solution, at least in part, involves officers embracing the idea that they should conduct themselves as peace officers instead of combatants, Bizzack said. But Kentucky's Peace Officer Professional Standards and the nearly 20 years of foundation it has laid to change that mindset among Kentucky's officers is clear proof that fixing the systematic failures in policing nationally will not happen overnight.

"Too many people want too many quick fixes," Bizzack said. "You will not change policing with quick fixes. You *can* change it through a generation of policing. That is what is required to change police universally."

We have been fortunate in Kentucky, Bizzack said. Not every place is offered the time to give an entire generation the opportunity to start looking at things differently as to how they view themselves and policing.

"It took us nearly 20 years to put in a well-thought out, well-funded, well-researched program based on the philosophy that we needed to change how police view themselves and the work they do," he said. "It is constantly adjusted, constantly calibrated to keep that goal in mind. But it's not tinkered with. We don't see something and think we can fix it quickly. It takes a period of time to change that attitude not

only in the police, but in our instructors and in our elected officials — who remain supportive — but who want something done quickly.

"We have done this quietly over a period of time with the wise support from counties, municipalities and state government, and now we have 85 percent of all police in Kentucky who have been trained under this new process since 1998," Bizzack continued. "That represents a generation and a half of new police thinking — not just in uniformed patrolmen — but right on up to chief executives."

This two-decade-old process, which is no longer an experiment, has changed Kentucky policing.

"Not that every problem is solved, and not that there shouldn't be future adjustments," Bizzack said. "There is no finish line. But it is on a track that far exceeds what any other state has been able to do on a statewide basis."

REPAIRING WINDOWS ACROSS THE COMMONWEALTH

Working with that foundation of embedded POPS training and continuing education, Lexington Police Chief Mark Barnard and Alexandria Police Chief Mike Ward agreed that in the commonwealth, broken-windows policing has to be about establishing a community in which the police are one part of a citizen-engaged support system.

"I tell people all the time that our officers have to work twice as hard now because of the national trend that's occurring," Barnard said. "And it doesn't matter what agency you work for. Any agency trying to stay ahead of national issues still is going to be drawn into it because people are very angry. We are seeing officers right

now who are being killed not because of who they are, but because of what they're wearing."

In his nearly 29-year career in law enforcement, Barnard said he always has

worked under the philosophy that if you pay attention to the small things, the big things usually take care of themselves. However, given the national climate, he is hesitant about how well the full concept

of the Broken Windows theory can be effective.

"If a window is broken, you go fix it," he said. "If a yard is bad, you get it cut. That's really a huge government intervention into >>

Lexington Police Use Neighborhood Coordinators to Repair and Prevent 'Broken Windows'

KELLY FOREMAN | PROGRAM COORDINATOR

"In the past few weeks, I've played kickball in the park, and today I just got a tip from somebody in the neighborhood about a guy selling heroin," said Lexington Police Officer Vince Matteini. "I really like it because we do everything. It's not just taking calls; we do outreach with the kids and churches and still do criminal investigations."

In his 16 years as a patrol officer, Matteini did what he could to develop relationships on his beats and dig in to the needs of the community. But his opportunities were limited between radio calls. Just over two years ago, he

decided to join LPD's Community Law Enforcement Action Response program as a neighborhood coordinator — a role that means he no longer just polices his beat; he is an integral part of it.

The CLEAR unit was established by LPD in 2006 to combat crime issues and increase response to community needs, the agency's website states.

"The program concentrates officers' efforts in specific neighborhoods by providing both a permanent day time presence and night patrols," the website states. "The neighborhood

coordinators focus their efforts on citizen complaints and quality of life issues by working closely with other divisions within LFUCG, community members and private businesses."

Matteini is assigned to the Woodhill neighborhood in Lexington, one of several areas in the city identified as needing an increased police presence.

"In my mind it is effective because a lot of times we can stop situations before they really start," Matteini said. "If we know there is going to be an issue, we will show up. I think it sets the tone for citizens in the neighborhood. Ninety percent of them are good people. Us being out there being proactive, I think, helps the people who live in the neighborhood get out of that attitude that there's no sense calling the police."

On a daily basis, Matteini communicates with the neighborhood association, code enforcement and local churches in the area to address issues like children who don't have beds, fencing that allows criminals to flourish — and even the inevitable broken windows.

"I believe in the Broken Windows theory that if you have abandoned cars sitting around and people aren't taking care of their properties, that invites more crime," Matteini said. "More than that, people don't care. They say, 'Why should I clean up my yard when the house next to me is completely junked?'"

So instead of only patrolling the streets looking for crime to come his way, Matteini helps see that the area gets cleaned up, the broken windows get fixed and that everyone in the neighborhood knows he's in the area. And when crime does happen, everybody knows who to call, he said.

"I don't think you can beat this unit," Matteini said. "I think it's made a big difference in the communities. I just like the whole mentality behind it." ■



▲ The Woodhill community is where Lexington Police Officer Vince Matteini spends most of his shift, working together with the property owners, local homeowners' association and the city's code enforcement to maintain and repair problems in the neighborhood.

>> people's lives, and I'm not so sure people really want that right now. So when you're weighing the risks versus the rewards and you look at things like (NSA leak Edward) Snowden, all the data collection the federal government is doing, and you look at polling, there is a huge distrust of law enforcement and government right now. The more you're forcing government on people at a high distrust level, I think it is a little more difficult to enforce and do Broken Windows."

Instead of acting as an occupying force in Lexington neighborhoods, Barnard said the police department has taken the stance of asking citizens how they can work with them, asking what the issues are and asking the community to allow them to be a part of the process that leads to a higher standard of living.

"I go to a lot of town hall meetings and a lot of neighborhood meetings and I tell everyone, 'The police are not the answer,'" Barnard said. "We're just not. We are a tool in the tool belt to be used. I look at things like our social services director and tell him all the time they are more the answer than we are. We are the first line that gets called, we can discern what the issue is, but arresting someone doesn't stop a drug addiction. Arresting someone doesn't stop domestic violence, except in the

immediacy, but those anger issues still are there after they get out of jail.

"This war on drugs and all the issues we have looked at as law enforcement has given us this impossible mandate," Barnard continued. "Everybody wants us to arrest everybody and solve the problem when incarceration alone doesn't solve anything. Unless they're getting treatment, I can arrest someone for DUI, but that doesn't solve the alcoholism when they get out of jail. So we have to partner. Working with social services and having those partnerships to affect what is causing the crime is just as important as we are in playing the role to help solve the problem."

When Mike Ward joined the Alexandria Police Department as its chief in 2001, he recalled a subdivision that was plagued with issues. While he knew there were good people living there, a group of ne'er-do-wells had been allowed to flourish, he said.

Too often, police officers measure their job from one radio call to the next, they don't have time to look at things in the bigger picture.

“The environment they were living in was crappy, the homes weren’t well taken care of, and there was a lot of stuff in the yards,” he said. “We started working with our code enforcement and with the officers, we went in there and straightened things up. As a result, we put several 18- and 19-year-old kids in prison for burglary, and we made some drug arrests.”

Whether it’s code enforcement or local churches, Ward said employing the

community as part of the answer is the key.

“The problem can’t always be solved by the government or the police department,” he said. “You have to

have community-wide buy in — developers and businessmen and women who are willing to invest in an area in order to revitalize it. If you don’t have all those combinations of people working together, you will continue to have a downhill spiral into the black hole of the criminal justice system.”

THE BIGGER PICTURE

“Too often, police officers measure their job from one radio call to the next,” Ward said. “They don’t have time to look at things in the bigger picture. It is so difficult to get young patrolmen to understand that working through the city and with everybody else to be an advocate to get that run down

piece of property cleaned up might do more down the road to prevent crime than if they just hung around until somebody made a drug deal on the corner.”

In Kelling and Wilson’s *Atlantic* article about their Broken Windows theory, they discussed a 1970s program instituted in Newark, N. J., that put more officers on the streets on foot patrol instead of in squad cars. Five years after the program was enacted, the Police Foundation in Washington D.C. evaluated their results.

“To the surprise of hardly anyone, foot patrol had not reduced crime rates,” the article states. “But residents of the foot patrolled neighborhoods seemed to feel more secure than persons in other areas [and] tended to believe that crime had been reduced.”

Additionally, citizens in those areas held more favorable opinions of the police than those in other, non-foot patrolled neighborhoods. Kelling and Wilson indicated that skeptics argued the presence of the officers had fooled citizens into thinking they were safer.

“But in our view ... the citizens of Newark were not fooled at all,” Kelling and Wilson wrote. “They knew what the foot-patrol officers were doing, they knew it was different from what motorized officers do, and they knew that having officers walk beats did in fact make their neighborhoods safer. But how can a neighborhood be ‘safer’ when the crime rate has not gone down — in fact, may have gone up? Finding the answer requires first that we understand what most often frightens people in public places. Many citizens, of course, are primarily frightened by crime, especially crime involving a sudden, violent attack by a stranger. But we tend to overlook another source of fear — the fear of being bothered by disorderly people.”

In Lexington, the modern-day equivalent of Newark’s foot patrol can be found in the department’s officers who serve as neighborhood coordinators. (See sidebar on p. 47 for more information about this program) Like the foot patrol, these officers spend time in high-risk neighborhoods working to build order and prevent

crime. The difference, Chief Barnard said, between Lexington’s neighborhood coordinators and some other cities attempting to execute the community-based model of Broken Windows is that Lexington’s officers work under the invitation from and alongside the citizens they serve.

Noting that all communities are different, Barnard said he did not think he would be able to pull into any of the targeted Lexington neighborhoods in a militarized vehicle without attracting a lot of attention. The department still uses its emergency response unit, bomb squad and K-9 officers, but Barnard said the officers conduct a risk assessment before deploying them, and they are not as visible. Those units are not used to patrol alongside the neighborhood coordinators.

“Whenever you tell someone to do something and they are being forced to do it, they don’t invest in it,” Barnard said. “Creating a positive interaction is hard to do in a city of 320,000 people. But most of it is knowing the officer and his name. Everybody knows Officer Vince Matteini in his neighborhood. Everybody knows Officer Johnny Washington with their kids. It’s hard for the public to argue with or get grumpy with officers if they know them as a person.”

The key is in how you employ the tactics, Ward said. Looking at some of the underlying issues in the Ferguson shooting and resulting riots, Ward said he couldn’t help but wonder if the city had spent more time working on some of those rundown areas instead of worrying about how many people they could ticket, would the situation have turned out differently.

“Anytime you can make people proud of where they live, they are less likely to commit crime,” Ward said. “I think for any chief executive in a police department to say, ‘We are here to fight crime and that’s all we’re going to do,’ is a mistake. You have to look at your community. It has to be thriving, well supported and taken care of.”

Kelly Foreman can be reached at kelly.foreman@ky.gov or (859) 622-8552.

**KENTUCKY
CHIEF
EXECUTIVES
RESPOND**

Do you believe the

**BROKEN
WINDOWS**

theory still is relevant
in practice today?
Why or why not?

COMPILED BY **KELLY FOREMAN** | PROGRAM COORDINATOR

W

e asked chief executives across the commonwealth the question above about broken windows policing in their communities. See their responses below:

LARRY BROCK, RICHMOND POLICE CHIEF

I think it can be, to some degree, if applied through careful analysis and with caution. Broken windows intervention may be useful in areas where there is a great deal of public disorder AND those living or using the area are registering complaints about the

conduct. It is likely that police intervention would be welcomed and supported to address the problems, although I think it would have to be done with some even-handedness. If it is applied simply in a strict zero-tolerance approach, you run the risk of alienating those who have sought your help and support in the first place. It has its place in addressing specific, identifiable order and conduct issues within a broader community policy philosophy, but a lot of factors have to be considered before employing it. Too often the theory is applied in a fashion not consistent with that proposed by the creators of the theory.



**WAYNE WRIGHT,
WOODFORD COUNTY SHERIFF**

I think the program was a success. I know some years ago when we walked areas in the Versailles Housing Authority area and did business checks downtown, everyone seemed to enjoy talking with officers. That was 1985 to 1995. The program put officers in touch with the public and established role models. Now fast forward to increased calls for service and budget restrictions. I know it's hard to assign officers during shift hours, unless overtime or grants are awarded, to perform walking posts with off duty personnel. But who has the budget for that?

MIKE DALY, FT. THOMAS POLICE CHIEF

In Fort Thomas, we work hand-in-hand with our residents, and in a situation like the Broken Windows theory, our residents take care of the issue because of the pride they feel in their community. We have broken down our city into sectors with a specific officer assigned to that area. Residents know their assigned officer by name and can reach out to him or her directly. By all of us working together with our community, we are able to problem solve our broken window-type issues. Is the Broken Windows theory still relevant in police practice >>

>> today? The answer is yes, the theory can work, but each community is different on how it is relevant to them and how they can make the theory work.

Our problem areas come mostly from the people who live in those areas, drug abuse and theft-related crimes to support drug abuse. Our city also is not dense enough to have run-down areas that are more susceptible to criminal activity as a big city would have. I do agree that letting smaller crimes go may lead to bigger crimes, I just don't see that occurring on a regular basis here in our city.

**MIKE BOSSE,
GEORGETOWN POLICE CHIEF**

Yes and no. I think the Broken Windows theory still is relevant today, but we have to learn from our past mistakes.

When I was a young sergeant in Lexington in the early 1990s, I was part of a special unit assigned to a high-crime area with the mission to reduce drug trafficking and other crime in that area. Our assignment was to make contact with citizens for any violations, however minor. These contacts often uncovered other, more significant criminal activity like drug trafficking, drug

possession, outstanding warrants and suspects involved in other criminal activity. This strategy did reduce crime and made citizens feel safer. It originally was well received by law-abiding citizens, but no one predicted the negative consequences of extended use of this strategy.

Since high-crime areas were more frequently also parts of our community where minority populations lived, they quickly became over represented in overall police contacts. Consequently, distrust of police by those citizens grew even more than when low police presence and inaction by police existed in those neighborhoods. Frustration also developed among officers who worked those assignments because they believed they were doing the right thing by reducing crime and were now being criticized.

The response was to leave officers in those areas but reduce the enforcement. The officers became confused and frustrated with the assignment and the citizens perceived the police now as an "occupying army."

The tension boiled over in the community with the accidental shooting of a young man named Anthony Sullivan. Lexington experienced weeks of civil unrest and heightened distrust of police much like we are seeing in other cities today.

I think Lexington police have done a good job in rebuilding those relationships, but it has taken a long time and a great deal of effort.

What happened in Lexington is happening in cities all over this country. Police believe they are doing the right thing by going into high-crime areas and trying to make the quality of life better for those



who live there, and at first, the response is positive. Over time, however, that community becomes one traumatic event away from civil unrest due to the distrust that builds as police address minor issues over longer periods of time.

The problem is extremely challenging for police, because those who choose to commit crime live among those good citizens who choose to be law abiding. The problem becomes accuracy. No one complains when the police lawfully arrest a criminal who is doing harm to others. Citizens do complain, however, when they are caught up in a strategy that causes them to be misrepresented in police contacts.

Perhaps the answer is twofold. One — return to a time when all law-abiding citizens had a civic duty to report crime and ease the fear of reporting by creating avenues to report crime anonymously. Hold law-abiding citizens accountable to a civic duty to report crime for the good of their community. And two — avoid police strategies that are too broad in application and develop strategies that have a more focused mission. Many agencies use task forces to address specific issues like increased robberies or shootings. Officers follow up on specific leads rather than canvas an area looking for minor violations.

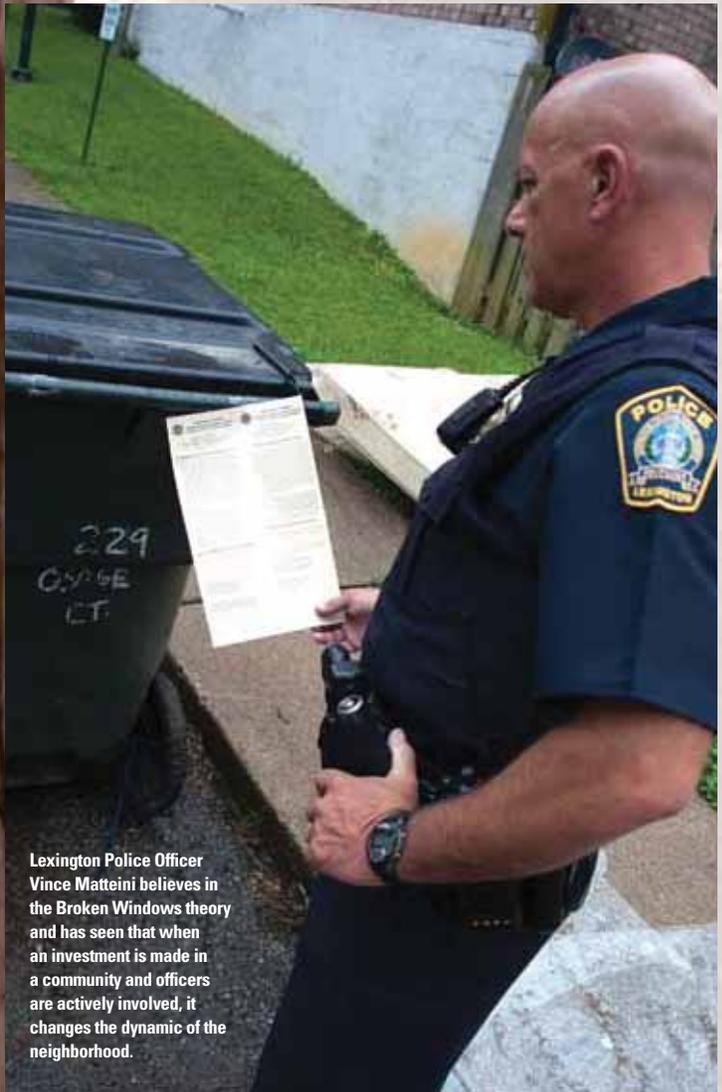
At a time in our country's history when so many in our communities are divided, it will take more thought than simply filling a high-crime area with police and uncovering major crime by addressing minor issues.

JIM SMITH, SPRINGFIELD POLICE CHIEF

The Broken Windows theory is valid in certain neighborhoods. As I think about some of our “problem areas” it could be used to possibly teach a neighborhood to care about itself. This would lead to pride in their area and more willingness to cooperate with the police.

**JEFF PEARSON,
SCOTTSVILLE POLICE CHIEF**

I do believe it still is relevant. I feel when a problem exists and nothing is done, the problem will grow from the single problem to other problems. So if you have a broken window and no one cares to fix it, soon there will be others. I feel over the years of recession, budgets have been sliced where we are working with fewer officers >>



Lexington Police Officer Vince Matteini believes in the Broken Windows theory and has seen that when an investment is made in a community and officers are actively involved, it changes the dynamic of the neighborhood.

Finding the Key in Broken Windows Policing

What did George Kelling and James Q. Wilson write was the key to the effectiveness of their Broken Windows theory?

“The key is to identify neighborhoods at the tipping point — where the public order is deteriorating but not unreclaimable, where the streets are used frequently but by apprehensive people, where a window is likely to be broken at any time, and must quickly be fixed if all are not to be shattered.” ■



Read the original text here or scan this QR code with your smart phone to read the *Broken Windows Theory*: <http://www.theatlantic.com/magazine/archive/1982/03/broken-windows/304465/>

>> than we had 15 years ago, but with calls for service at a steady growth during the 15-year period. I have used foot patrol, but yes, it was for two reasons. One, I felt it put the officer face-to-face with residents of a government-housing project complaining about drug problems, hoping it also would place him face-to-face with the scumbags who are there trying to sell drugs. However, with a small department with most often only two officers per shift, the foot patrol was for punishment, and another officer had to be available for backup.

Two, I feel when there is a connection of foot patrol officers and good residents who want better for their neighborhood, the police learn who the criminals are, and

the good residents learn to trust the police more. I also feel it is a deterrent to the, “I will handle things myself” mentality that sometimes leads to innocent people being injured.

**DON WEEDMAN,
PRINCETON POLICE CHIEF**

Many studies have been conducted and theories set forth over the years. Each in its own setting has some validity. The constant fact often overlooked is that law enforcement can only enforce laws the citizens accept. How we go about enforcement, order maintenance or whatever it is called is what makes the effort effective. Large cities, small towns and rural areas

are each unique as to how enforcement results are interpreted.

The response to your inquiry: We still have citizens who depend on us for their safety. What we do in their presence is what is keyed on and perceptions are formulated from this action. In a nut shell, if the community “knows the police” (officer/citizen contact) and believes the appropriate response is and will be given, then the theory still is valid.

JIM CALDWELL, BURGIN POLICE CHIEF

Yes, it is still relevant, even though in the current law enforcement environment, implementation becomes problematic. The fact is, what you accept, you endorse. If you allow an area to degrade, the rot spreads and entropy wins.

KEVIN HIGDON, SHIVELY POLICE CHIEF

I do not believe the Broken Windows theory is relevant in today’s society. The reason I say this is because the amount of technology (cell phones, Instagram, Facebook, etc.) at the quick disposal of everyone in society today has removed the way some citizens might think about the ownership of their city. Police agencies across the country have faced several budget cuts, and some agencies have even had to lay officers off because of financial shortfalls. This has led agencies to deal with a more rapid response to problems and eliminate issues with the rise in hot-spot policing. Agencies across the country are relying on citizens to help them locate problems and eliminate them. Technology has made this effort even faster by posting issues on websites that everyone may have access to. Society has moved the needle in a way that they seem to accept problem areas and they might not like it, but they don’t want anyone to know that they are involved.

**RICK MCCUBBIN,
BARDSTOWN POLICE CHIEF**

I absolutely believe that the theory is relevant and perhaps more so now than ever before. With crimes increasingly getting more violent, my department continues



◀ This child in Lexington Police Officer Vince Matteini’s neighborhood flagged down the officer to ask for a sticker while he drove through the area. Matteini has developed relationships with many in the area, and they are accustomed to seeing his cruiser on their streets.

to use this theory as we proactively address crime areas by stopping the small, nuisance crimes such as loitering, drinking and curfew violations that ultimately lead to crimes against persons and drug complaints. It has proven successful with the “zero tolerance” approach that is cased in Broken Windows theory.

**JAMES STEPHENS,
JENKINS POLICE CHIEF**

After re-reading the article on the Broken Windows theory, I find parts of it still are relevant, at least in my city. We are a city of approximately 3,000 with a police department of five authorized positions. We currently have only four full-time officers, but I find the way our officers interact with our citizens reflects the best part of the Broken Windows theory. What I mean is, a big part of the article pushes officer contact with citizens. In our city, we have found that taking the time to get out of the cruiser and walk through our two schools, parks, businesses and neighborhoods, has fostered a better relationship with those we are sworn to protect.

The article mentions how some areas of the agency’s jurisdiction doesn’t get patrolled much due to low calls for service. We, too, had areas we didn’t patrol much due to low crime rates and calls for service, but after attending a Police Executive Command Course last year at DOCJT,

I instituted a program where our officers are to spend at least 15 minutes twice a shift in areas we receive few complaints, preferably getting out of the cruiser and making contact with the residents in those areas. Since then, our compliments from citizens to our mayor and city council have risen dramatically. We also spend at least 15 minutes twice a shift out of the cruiser in areas we have noticed a rise in criminal activity, again talking to the residents of these areas. We have received many tips as well as answered concerns from these residents, which has resulted in better relations with the residents and a drop in criminal activity in those areas.

What concerns me now is our citizens compliment our police but complain about the judicial process. Citizens will tell me, “Chief I know you and our officers do what they can, but then the bad guy gets to jail and the courts release them with a slap on the wrist.” We need to find a way to increase the confidence in our court system to do the right thing and make sure crimes are punished so that the offender and others will be deterred from committing the crimes. Many of our citizens feel the only deterrence in our city is the presence of the police, not in the fact that a crime committed results in punishment from the courts. While it is true that as police we can’t be everywhere at once, the law and consequences of crime are everywhere. Our

citizens feel if you do the crime you should do the time, yet don’t see that as the case.

I feel the Broken Windows theory is relevant, but our society now is the opposite of when the theory first was published. Now rather than wanting a good job when they grow up, our society makes being on “a check” of some kind more honorable and acceptable than having a job.

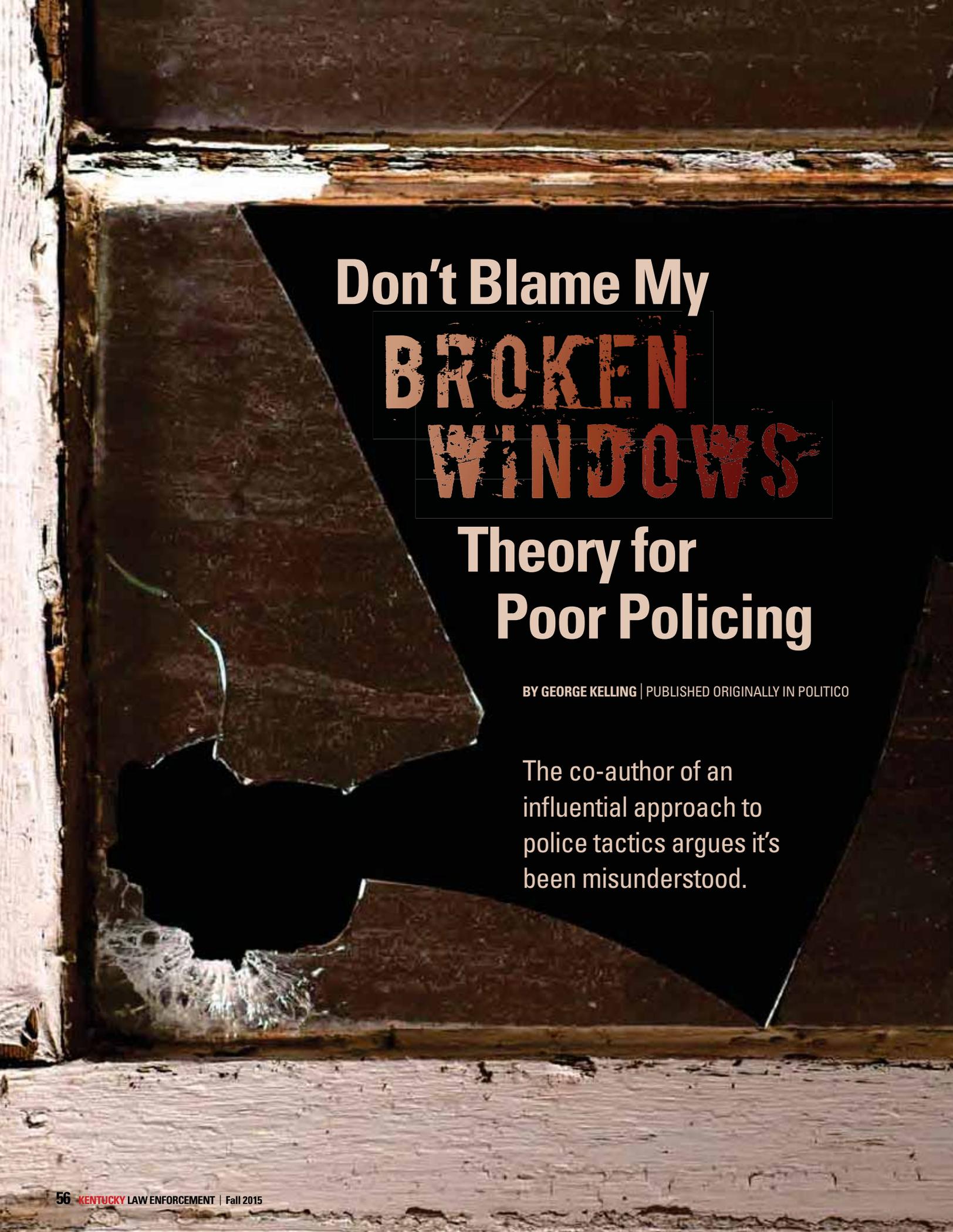
**BRANDON BARNHILL,
PADUCAH POLICE CHIEF**

The short answer is absolutely.

For a civilized society to function, there has to be a minimal base of law and order, free of the fear of crime. Just as the health care system recognizes the importance of maintaining a healthy lifestyle and places a stronger emphasis on that priority, so does law enforcement recognize that same proactive approach in an effort to reduce crime by using the Broken Windows theory to help identify problem areas.

**WADE WILLIAMS,
MADISONVILLE POLICE CHIEF**

I believe there are some misconceptions regarding the Broken Windows theory, especially in how we learn it. I feel often-times we associate the term with massive amounts of zero-tolerance policing. While that has some truth to it, I feel that a blanket description as such is not defined enough. I do believe the theory is relevant today, but we have to judiciously decide when and where to implement such strategies. We cannot use it as an anywhere, anytime fit and have to ensure the conditions exist that would allow the actions. For example, I believe that certain neighborhoods that may be at the point of loss will require too many resources. We have to determine those areas which are salvageable with the resources in mind. I think it will be a better concept to re-patriot areas and build on those first, then expand the success. 🚒



Don't Blame My

**BROKEN
WINDOWS**

**Theory for
Poor Policing**

BY GEORGE KELLING | PUBLISHED ORIGINALLY IN POLITICO

The co-author of an influential approach to police tactics argues it's been misunderstood.

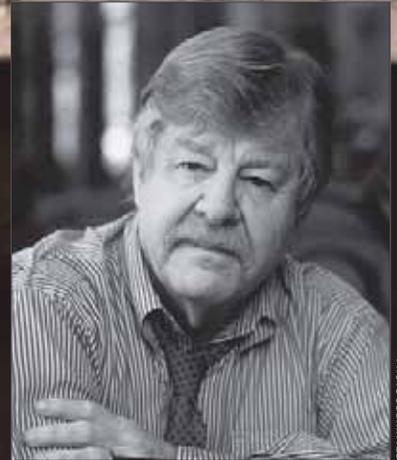
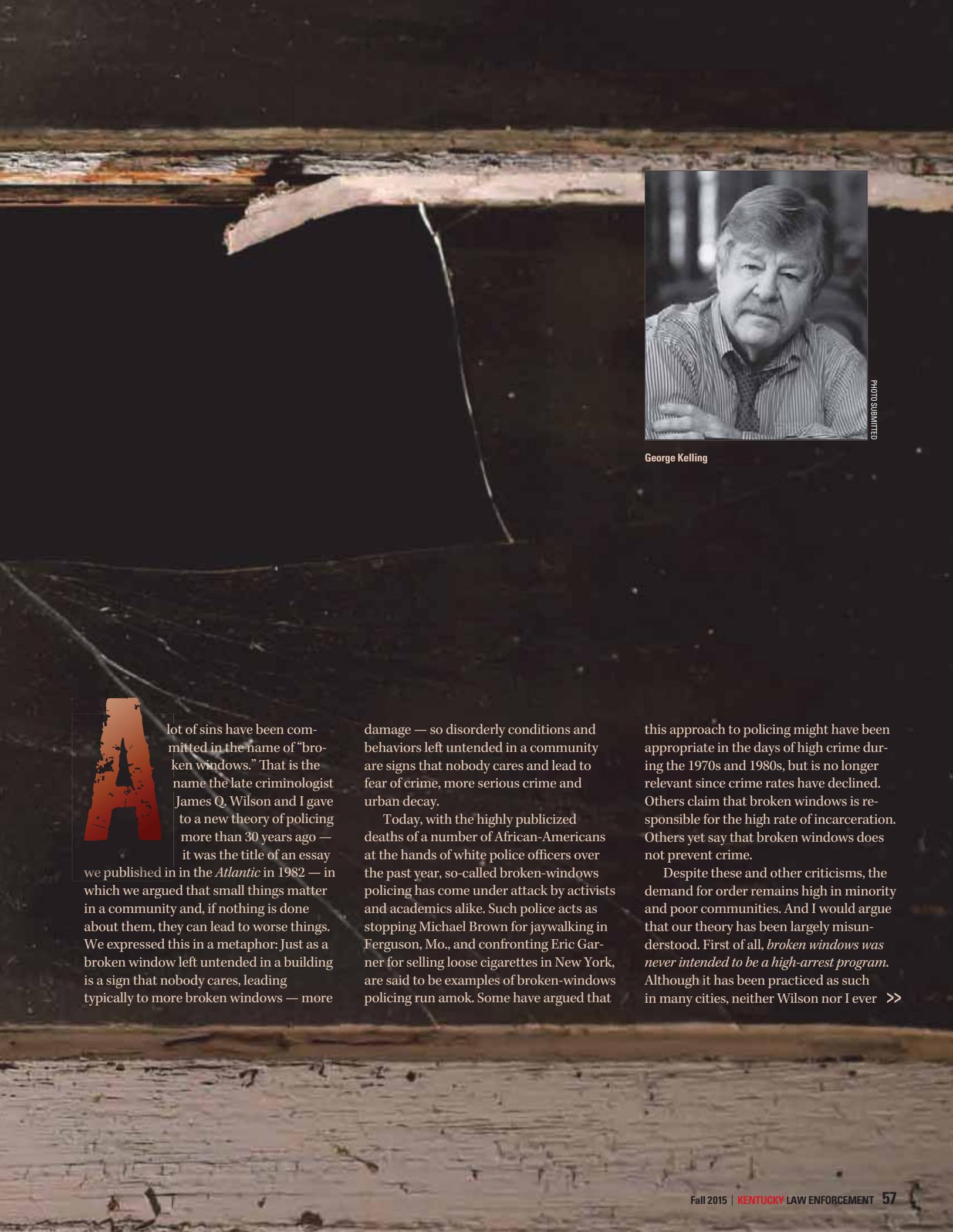


PHOTO SUBMITTED

George Kelling

A

lot of sins have been committed in the name of “broken windows.” That is the name the late criminologist James Q. Wilson and I gave to a new theory of policing more than 30 years ago — it was the title of an essay we published in in the *Atlantic* in 1982 — in which we argued that small things matter in a community and, if nothing is done about them, they can lead to worse things. We expressed this in a metaphor: Just as a broken window left untended in a building is a sign that nobody cares, leading typically to more broken windows — more

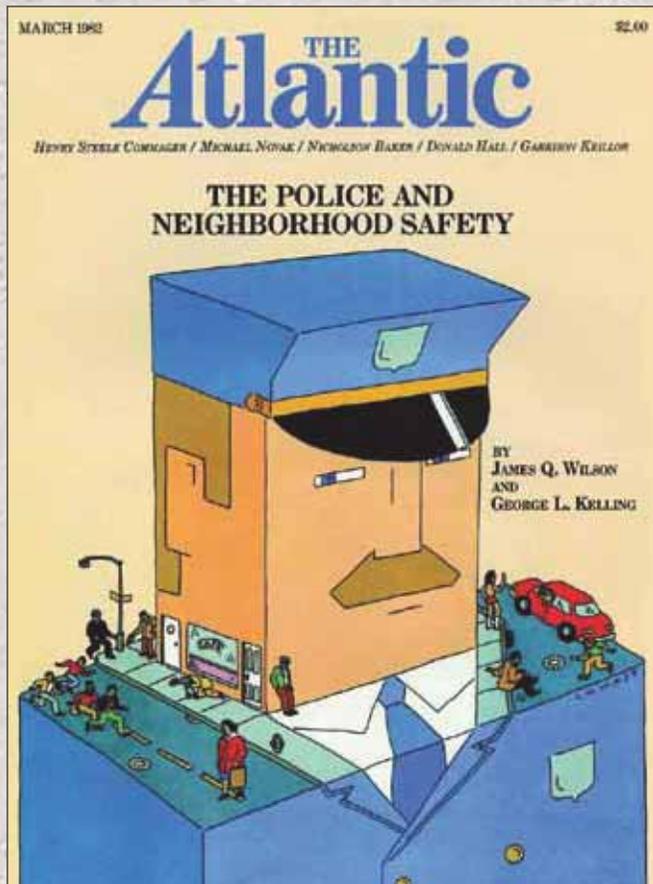
damage — so disorderly conditions and behaviors left untended in a community are signs that nobody cares and lead to fear of crime, more serious crime and urban decay.

Today, with the highly publicized deaths of a number of African-Americans at the hands of white police officers over the past year, so-called broken-windows policing has come under attack by activists and academics alike. Such police acts as stopping Michael Brown for jaywalking in Ferguson, Mo., and confronting Eric Garner for selling loose cigarettes in New York, are said to be examples of broken-windows policing run amok. Some have argued that

this approach to policing might have been appropriate in the days of high crime during the 1970s and 1980s, but is no longer relevant since crime rates have declined. Others claim that broken windows is responsible for the high rate of incarceration. Others yet say that broken windows does not prevent crime.

Despite these and other criticisms, the demand for order remains high in minority and poor communities. And I would argue that our theory has been largely misunderstood. First of all, *broken windows was never intended to be a high-arrest program*. Although it has been practiced as such in many cities, neither Wilson nor I ever >>

▼ The Broken Windows theory first was published by *The Atlantic* in 1982, written by George Kelling and James Q. Wilson. The theory has been implemented a variety of ways in its 33-year history, but Kelling says it is not to blame for problems in today's policing.



>> conceived of it in those terms. Broken-windows policing is a highly discretionary set of activities that seeks the least intrusive means of solving a problem — whether that problem is street prostitution, drug dealing in a park, graffiti, abandoned buildings or actions such as public drunkenness. Moreover, depending on the problem, good broken-windows policing seeks partners to address it: social workers, city code enforcers, business improvement district staff, teachers, medical personnel, clergy and others. The goal is to reduce the level of disorder in public spaces so citizens feel safe, are able to use them, and businesses thrive. Arrest of an offender is supposed to be a last resort — not the first.

Some background, perhaps, will help clarify these issues. When Wilson and I agreed in late 1981 to co-author an article in the *Atlantic*, we knew then it would stir up controversy. Wilson, a conservative political scientist, already had aroused hostility from the largely liberal criminological establishment with his 1975 book, *Thinking About Crime*, which challenged the criminological truism that crime could only be prevented by dealing with its “root

causes.” I had attracted negative responses as well from the police establishment in 1974 when colleagues and I published the *Kansas City Preventive Patrol Experiment*, which largely invalidated the accepted and entrenched police tactic of random patrol of city streets by police in cars. More than this, each of us was familiar with the dismal history of police and African Americans in the United States — of police complicity in the maintenance of slavery, the Black Codes, Jim Crow in the South and *de facto* segregation in the North. Given the subject of our article, the Black Codes — vague loitering and vagrancy laws passed in the South immediately after the Civil War — were of special concern for us. Under these laws police arrested African Americans for minor offenses and, when they could not pay the fines, courts committed them to involuntary labor on farms — in a sense, extending slavery for many into the 20th century.

Against this backdrop, Wilson and I were arguing for something else: simply doing a better job of maintaining order. In some respects what we wrote was nothing new. Maintaining order is an ancient police function. Yet by this time American police had backed away from order maintenance in the name of concentrating on “serious” crimes. Wilson and I urged police to reconsider.

I cannot speak for Jim, who died in 2012 at the age of 80, but my own views about the importance of maintaining order grew out of my research on police foot patrol and meeting with African American citizens in tough areas of cities like Newark, Boston, New York City, Chicago

and others. Starting in the early 1970s, in churches, social centers and living rooms, and walking the streets, I listened to citizens talk about their problems and demand action. If you asked them to list their five greatest concerns, at least three, but more likely four, would be “minor problems:” graffiti, youths drinking in parks, homeless peeing on their stoops, prostitutes attempting to hustle fathers in front of their children, “johns” hustling their teen age daughters, abandoned homes, unkempt properties and so on. These complaints came not from white suburban or middle class areas, but from poor residents, usually minorities, in the heart of inner cities.

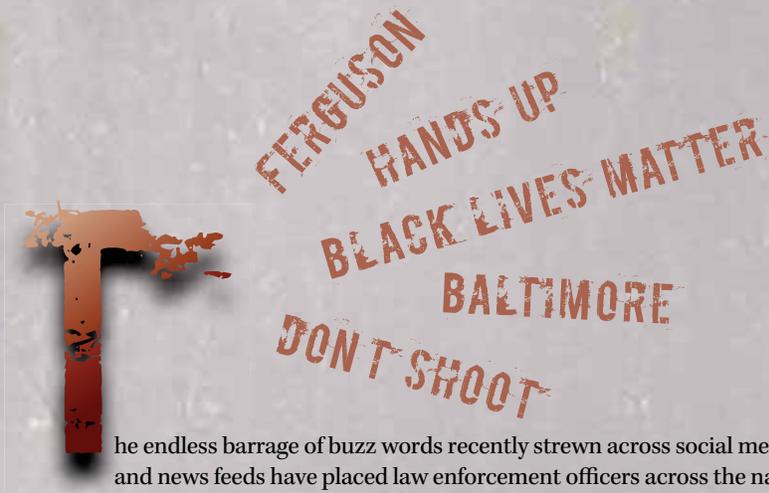
Why then has broken windows policing re-emerged as the target not only of academics but activists during the second decade of the 21st century? In part, police themselves have not always applied a broken-windows approach in a manner in which it is most effective as a crime prevention and control technique, while compatible with and responsive to community goals and desires. Both are crucial to good broken-windows policing — which by its nature depends upon the exercise of seasoned discretion and wise judgment by trained police officers familiar with and sensitive to the local community. At the same time, many critics of order maintenance by police fail to understand either the fundamental theory behind its use, or actual positive outcomes that have been documented in its application in numerous cities across the country — outcomes that make it a police tactic worth pursuing. 🍷



Changing PERCEPTIONS

Community partnerships and youth involvement are Lexington's keys to building community trust and positive police perceptions

ABBIE DARST | PROGRAM COORDINATOR



The endless barrage of buzz words recently strewn across social media sites and news feeds have placed law enforcement officers across the nation in a negative light. The nation has zeroed in on a handful of situations to define the collective mindset of hundreds of thousands of officers policing the streets of cities from Long Island to Long Beach.

Often one-sided accounts of police encounters flood the minds of citizens, leading to negative perceptions which can pervade the thoughts, actions and attitudes of communities these officers police day in and day out.

But officers with the Lexington Police Department are pushing back against the negative stereotypes, forging relationships and building community trust starting with Lexington's youth.

"With the DARE program, we had an entranceway into the schools," said Lawrence Weathers, assistant chief for the Lexington Police Department. "When DARE was taken away, we lost that as police, but I think it's important for any police agency to be involved with kids as much as they can. Any opportunity in the schools or with any organization affiliated with kids, any police agency should jump at it.

"You have to be willing to partner with groups and make yourself available," Weathers continued. "Our chief will say, 'They want us to do this or that, see if you can do it; see if you can break someone free.'"



▲ Lexington Police Detective Thomasena Grider (left), Officer Nichole Gibson and Assistant Chief Lawrence Weathers mentored a group of female students at Bryan Station Middle School during the 2014-15 school year. They talked about law enforcement issues, relationships and personal issues with the students.

Weathers is part of an organization called Partners for Youth, a grassroots program with ideas on how to interact with and develop youth. Last year, Weathers presented on the police department's role in the community to Partners for Youth and asked those in attendance, if they needed someone to talk to youth, to give him a call.

"The worst we can say is no," he said. "But we are just as interested in youth as anybody."

Fayette County 4-H Youth Development Agent Kevin Lindsay took him up on his offer.

Lindsay asked for female officers to come to Bryan Station Middle School and speak to a group of girls selected by their school as part of a program focusing on leadership and becoming leaders in the school.

Bryan Station Middle School has a highly diverse student population, with 55 percent minority student enrollment in 2014. Lindsay recognized the opportunity to break down negative perceptions that had wormed their way into the student population, he said.

"Initially, they were apprehensive about the officers coming in," Lindsay said. "A lot of them had negative images of the police. In the first meeting they didn't talk a whole lot."

It didn't take long for the young ladies to banish their reservations, once Weathers, along with LPD officers Nichole Gibson and Salina Goins and Detective Thomasena Grider, broke the ice by talking about their lives, backgrounds and careers.

"I think people have a hard time seeing us as people," Weathers said. "When they find out we have families and kids, and that we >>

>> had to deal with the same things they do in their world, it opens their eyes and lets them see us for who we are.

“For many young people, their image of police is that the police don’t care what they have to say,” Weathers continued. “We gave them a chance to say what they think and have police listen.”

CHANGE COMES WITH CHALLENGES

Engaging in the lives of youth and other community groups comes with inherent challenges. Obviously, battling negative perceptions and deleterious media coverage, initially can be some of the biggest challenges, Weathers said.

“If 3,000 miles away an officer does something, we’re all to blame,” he said. “People look at us like that. It becomes more real when you sit down and they direct those perceptions at you directly. They say, ‘You don’t like me, and I don’t like you,’ and we say, ‘We don’t know you. Give us a chance to get to know you, and we’ll make

our decision based on this interaction, not on what we see.’

“On the flip side, too, what perception of people does media put out that police see?” Weathers asked. “We have to work past all of that, too. All of these things hurt feelings and when I’m asking [officers] to volunteer (to speak to a group) I know that may be the situation, and some are reluctant to deal with that situation.”

But Lexington has a pool of officers willing to take on that challenge, knowing that getting to know the people in their community is the only way to abolish those perceptions.

Officer Nichole Gibson has mentored numerous girls in other schools besides Bryan Station Middle School in her three and one half years on the force. She says that the relationships she has built with these girls during the years has fostered a level of trust that allows them to openly communicate about current events involving law enforcement.

▼ This group of mostly 7th and 8th grade girls at Bryan Station Middle School will be the second group for Lexington Police Detective Thomasena Grider (left), Assistant Chief Lawrence Weathers and Officer Nichole Gibson to mentor. The group will meet with the officers one day each month.

PHOTOS BY JIM ROBERTSON





LPD Asst. Chief
Lawrence Weathers



LPD Officer
Nichole Gibson



LPD Detective
Thomasena Grider



Fayette County 4-H Agent
Kevin Lindsay

“*If I can spend time mentoring these girls and talking to them about relationships and building them up, then maybe I can keep them from becoming part of one of my cases one day.*”

“They are the ones who will bring topics up, or if something has just happened, I might ask them what current events they want to discuss,” she said. “These stories no longer affect their perception in a negative way, but just fuel more questions about how we would handle a situation if this or that happened.

“I try to tell them from a police perspective, and their questions are from a civilian perspective,” Gibson continued. “They understand my side and I can understand their way, too.”

“Those moments have made the relationships even more positive because we’re not giving standard straight police answers,” Weathers added. “When they ask how we feel about something, we answer honestly about how we feel and how we think.”

Having the confidence to speak openly is another challenge many officers face in volunteering in this capacity, Weathers said.

“Some people in that situation might worry about everything they might say and how it will be perceived,” he explained. “But they have to get over that fear. The group of officers I pull from aren’t afraid to speak their minds. When I ask for volunteers, I have to get permission from their supervisors, and their supervisors don’t have any problem with it because they know they will do the right thing.

“I tell officers if they are afraid, say what you feel and what you think, but that’s hard in our job where everything you say can be scrutinized so hard,” he added.

Detective Thomasena Grider, who serves in the Bureau of Investigations Crimes Against Children Section at LPD, cited the challenge of justifying her job and why officers do the things they do, she said.

“I often have to justify what I do and show them that I’m qualified and I know what I’m doing,” Grider said. “I hope [as they get to know us] they will trust us to do what we’re supposed to do.”

Grider is a mother of four children, and is married to another LPD officer. Like Gibson, a single mom, both women make sacrifices with their families and their personal time to volunteer for community involvement and student mentoring opportunities, like the one at BSMS.

“We all have families and young kids,” Weathers said. “Aside from being mentors at work and in the community, we have to be mentors at home too. We have to walk that line. For a lot of us, that means our families come to work with us, and that’s just the way it is. We have a responsibility on both sides, and that’s difficult.”

But Grider said it is her young daughters who give her even more motivation to do what she does.

“If I can spend time mentoring these girls and talking to them about relationships and building them up, then maybe I can keep them from becoming part of one of my cases one day,” she said.

CHANGE PROVIDES LEARNING OPPORTUNITIES

“One thing I’ve learned through this program is there are a lot people and kids who need to have more positive influences to guide them >>

▼ Lexington police officers take the time to get to know students in local schools. Asst. Chief Lawrence Weathers said they are always looking for opportunities to get involved with youth in the community.

PHOTOS BY JIM ROBERTSON

» down right paths to not be one of our statistics,” Grider continued.

When meeting with the BSMS girls group, Grider, Gibson and Goins emphasized how important it was for them to value themselves and what they have to offer.

“When it came to their personal lives, interacting with other people and their social skills — I think [these officers] made a connection with [the girls], telling them, ‘This is how you need to look at yourself,’ Weathers said. “You have some value and that’s something you have to hold onto, and don’t let anyone take that away from you. Just because [someone] disrespects you, don’t give up the things that you want just because [he or she is] doing something stupid.”

Through the process of getting to know this group of about 10 young ladies, these

four officers learned from them, as well, along the way.

“I was surprised how honest they were — they shared all kinds of things,” Gibson said. “We talked to them about sex, birth control, relationships with friends and parents — a wide spectrum of things. My philosophy was if you want to go there, we can go there. That’s where real trust comes in. They didn’t ask those things at the beginning.”

Moreover, the officers were surprised with how passionate these young ladies were about various aspects of their lives and interactions with peers.

“It surprised me how personal they took being disrespected, even at that age,” Weathers recalled. “It was alarming.”

He recalled how the girls would tell them scenarios of someone saying something bad about them and for these girls, that type of situation went from zero to 100 immediately, sparking heated arguments and a desire to fight, he said.

“We gave them other alternatives,” Weathers said. “We’d ask them if they had to go that route, or if they could think about things a little more, or can you try this or that. Once we got them talking about the real issue, they realized they were looking at it all wrong.”

After six months of meeting with this particular group of girls, the school, the 4-H agent who brought the groups together and the police officers are committed to continuing the relationship they have built. Now at the start of a new school year, each entity looks forward to the opportunity to continue building those bridges into the lives of young people in this Lexington community.

“Whether it sounds hokey or not, the youth are the future, and they need to see that we are there to help with everything, not hurt, though sometimes that unfortunately happens,” Weathers said. “We’re all in the prevention business. You don’t need to see us after something bad happens, you need to see us before, and that’s what prevention is. We’re trying to keep things from happening, and that’s the essence of policing.” 🍷

Abbie Darst can be reached at abbie.darst@ky.gov or (859) 622-6453.



Investing in the FUTURE

ABBIE DARST | PROGRAM COORDINATOR

“R

ight now, if you’re really going to be a community-oriented policing agency, you have to look at relationship values,” said Lexington Police Chief Mark Barnard.

The Lexington Police Department is committed to being more than just a law enforcement entity to the 320,000 people who live and work in the city. Chief Barnard and his officers are building deep, rich relationships in the community, especially targeting vulnerable children in some of Lexington’s most at-risk schools.

Opportunities like the mentoring program at Bryan Station Middle School allow participating officers throughout the department to take ownership in the value of forging partnerships and building positive relationships within the communities they police. And these programs play into the much larger ideology Barnard hopes permeates the department to realize change and growth inside and outside of the agency.

In the past decade, many programs were cut from police budgets due to economic downturns. The DARE program was cut from many schools based on cost and an statistical analysis showing it was not a successful program, Barnard said.

“What they didn’t recognize was the correlation and relationship between the officer and the kids in the class,” he said. “DARE was not successful as a drug-interdiction program, but it had a strong relationship value to the community.

“Everybody tells me they still know who their DARE officer was,” he continued. “I know a council member who knows his DARE officer’s name to this day — and that was 20 years ago. To have that relationship value tells me it is important to have our officers back in the schools with our kids.”

LPD has partnered with the National Association for the Advancement of Colored People and

Eastern Kentucky University to work in two of Lexington’s most at-risk elementary schools. With these entities working arm and arm, children in these schools will learn early to view law enforcement in a positive light, they will see the partnership of the agency and the NAACP taking an active role in their future, and they will benefit from ECU tutoring programs.

“To have a college institution, NAACP and Lexington police equally working together with fifth grade students is a pretty big deal in these schools,” Barnard said. “These are schools with children who are not guaranteed to go to the next level or even graduate from high school — they truly are at risk.

“But the community-oriented policing part of it is investing and making a change early enough to deter them from crime, instead of allowing them to stay in the same cycle,” he added.

Through this partnership, students will be encouraged to join academic teams, they will be provided clothes and books, taken to museums, shown government and private businesses, given a tour of ECU and participate in an ECU summer camp, allowing them to experience things they otherwise would not have the chance to experience, Barnard said.

In addition, as these children move through the school system, the NAACP and University of Kentucky are partnering with students at Bryan Station High School, offering internships and opportunities to learn about and intern in the medical profession.

“We have so much going on right now, it’s a pretty unique partnership we’ve developed,” Barnard said. “We all realize that kids are the investment right now.”

Abbie Darst can be reached at abbie.darst@ky.gov or (859) 622-6453.



272 Critical Words

KELLY FOREMAN | PROGRAM COORDINATOR

Recruits arriving at the Department of Criminal Justice Training to begin their basic training will receive something new along with their navy uniform, equipment and Kentucky criminal law manual.

A pocket-sized booklet will be given to each officer containing information that will become the foundation of their experience at DOCJT and carry them into their careers as peace officers, said DOCJT Commissioner John Bizzack. The booklet identifies pertinent details about the style and range of training recruits will receive, as well as the caliber and distinction of the nationally-accredited program.

"This is your opportunity to join that elite force," the booklet states.

The purpose of the training also is clearly identified for those new to Kentucky's ranks: The purpose of my training as a Kentucky peace officer is to learn how to constructively interact with the public for the good of the civil peace.

"This one sentence embeds the concept that they are peace officers, not warriors," Bizzack said, "encompassing everything they are supposed to be. They are to learn, while they're here, how to constructively interact with the public. That is key and covers all the bases. We don't expect them to read 12 paragraphs of what the mission is at DOCJT. The important thing is *their* mission. We will provide what is needed, but they need to understand their purpose in being here."

The section of the booklet recruits should, perhaps, focus on most is the full content of Kentucky Revised Statute 503.090, which details how and when peace officers in the commonwealth may exercise use of force. Beginning with Basic Training

Class No. 470, whose 23 weeks of training began on Aug. 24, each recruit will be required to memorize all 272 words and recite them verbatim to their class coordinator when required.

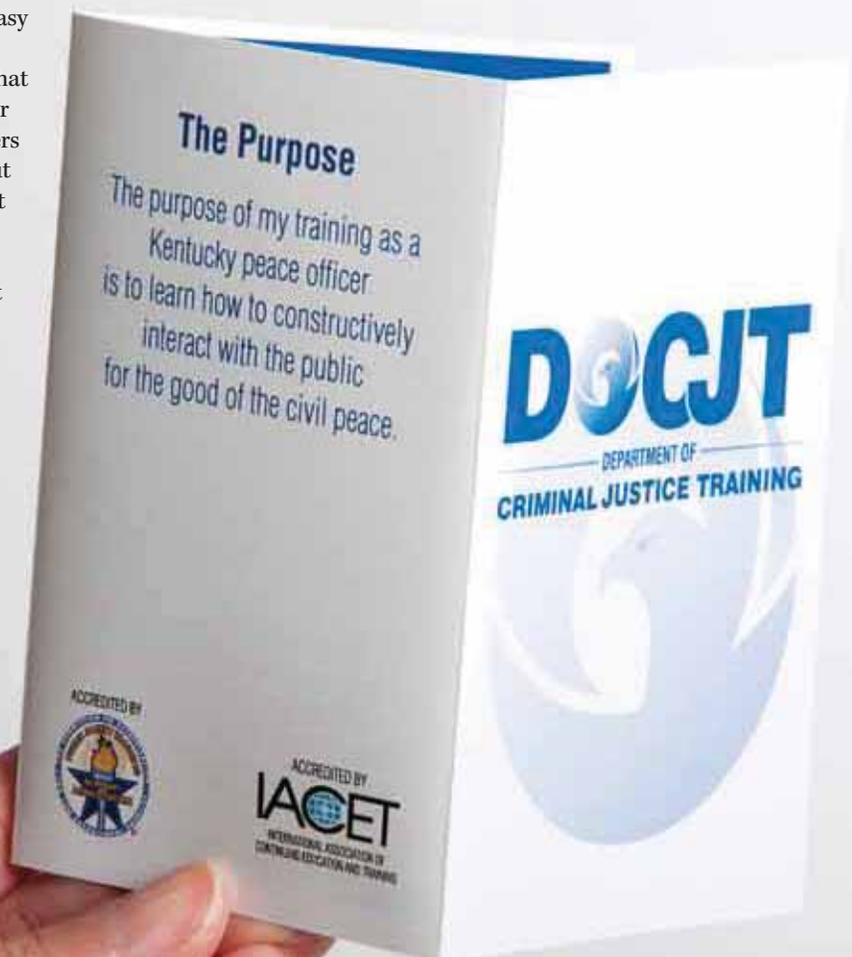
"It's nothing that a recruit can't learn over a 23-week period, especially when this is the core of the discretion they have such wide authority to use," Bizzack said. "[Recruits] must learn this verbatim, be able to recite it and, most importantly, understand it."

It would be easy to select a half-dozen statutes that are important for new peace officers to remember, but Bizzack said that the Use of Force statute is one that, throughout their careers, officers always will need to recall.

"This isn't something you can easily go back and refer to the manual, to state law or to departmental policy when

a situation arises," Bizzack said. "You need to carry it with you in your mind all the time. That's the emphasis that's going to be placed on it."

While the booklets will be available to all Kentucky peace officers, the concept is to introduce the information in basic training to plant the seeds for the interaction, behavior and attitudes an officer will need for the next 20 years of his or her career, Bizzack said. 



Understanding the Issues with Kentucky's SAFE Kits

SUBMITTED | KENTUCKY AUDITOR'S OFFICE

In April, the State Auditor's Office launched a major initiative to count the number of untested sexual-assault kits in the possession of law enforcement across the commonwealth. Since then, the auditor's office has worked diligently to analyze the survey results of almost 400 local law enforcement agencies, and met with regional stakeholders to gather testimony about issues and challenges they face. As they gather more information, the auditor's office hopes to create policy recommendations and put more criminals behind bars.

Throughout the investigation, many of the same questions about this complex issue arose. In order to achieve meaningful reform at the end of this process, the auditor's office strives to answer some questions and ensure stakeholders at every level of government understand this issue.

WHAT IS A SEXUAL ASSAULT KIT?

Sexual assault forensic evidence, or SAFE, kits are used by medical personnel to collect and preserve DNA evidence from the victim's body immediately after a sexual assault occurs. The examinations are invasive and time-consuming and often re-traumatize victims. After the exam, kits are sent to the Kentucky State Police Forensic Laboratory for testing. Evidence such as clothing fibers, hair, saliva, semen or bodily fluids are tested for DNA, which may help identify the attacker or strengthen a prosecutor's case during a criminal trial. The evidence can be submitted to the national DNA database to compare against evidence collected during other investigations across the country.

WHAT IS THE PROBLEM WITH THESE SAFE KITS?

Due to a lack of formal policies and training, evidence from SAFE kits collected from victims sometimes is not submitted to the KSP forensic lab for testing. While some law enforcement agencies have policies requiring them to submit all kits, most do not, and practices vary widely across the commonwealth.

The second aspect of this problem is submitted kits take six to nine months to analyze those results at the KSP Forensic Lab. A lack of resources at the lab created a backlog of kits waiting to be tested. Public safety is the foundation of an effective government. A lengthy delay in testing rape kits and forensic evidence from other violent crimes means offenders are often walking free, and justice for victims is denied.

WHY IS THE STATE AUDITOR TAKING THIS INITIATIVE?

It is the state auditor's job to evaluate not only the efficiency of how government uses state resources, but also the integrity of how those funds are allocated for the people of the commonwealth. Frankly, supporting public safety should be the top priority of government. We must make certain law enforcement agencies have funding and legislation necessary to help keep citizens safe, and ensure justice.

Conducting an official count of the number of untested kits is the first step towards reform. KSP estimates there may be hundreds, if not thousands of unsubmitted SAFE kits in the hands of local law enforcement. This initiative will allow the KSP Forensic Laboratory to pursue millions of dollars in grant money available through the federal government and

non-profit foundations to clear the backlog of kits awaiting analysis at the lab, as well as many of those in the hands of local law enforcement. This investigation also will examine the underlying reasons certain kits never get tested to offer reforms so this problem doesn't happen again.

IS THIS A PROBLEM ELSEWHERE IN THE COUNTRY?

Unfortunately, yes. Cities such as Detroit, Houston, New York City and Fort Worth, Texas have implemented similar counts, which led to the identification and conviction of hundreds of serial rapists. After testing 6,600 kits that had gone untested for years, law enforcement in Houston discovered 850 matches in the national database. So far, charges have been filed against 29 people, six of whom already have been convicted.

In Detroit, law enforcement has begun testing its 11,000 backlogged, untested kits. According to the prosecutor's office, 188 potential serial rapists have been identified after testing only the first 2,000 kits.

Houston and Detroit are prime examples of how tackling this issue head-on can lead to convictions of criminals who have committed horrible crimes. Most rapists, in fact, are serial rapists who also commit crimes like burglary, robbery and domestic violence. Clearing the backlog of untested kits in Kentucky and speeding up the testing process will help law enforcement officials identify and convict criminals before they have the chance to act again.

In the fall, the State Auditor's Office plans to release its report and recommendations to the public. Victims of sexual assault matter and its time they receive the justice and closure they deserve. 🇺🇸

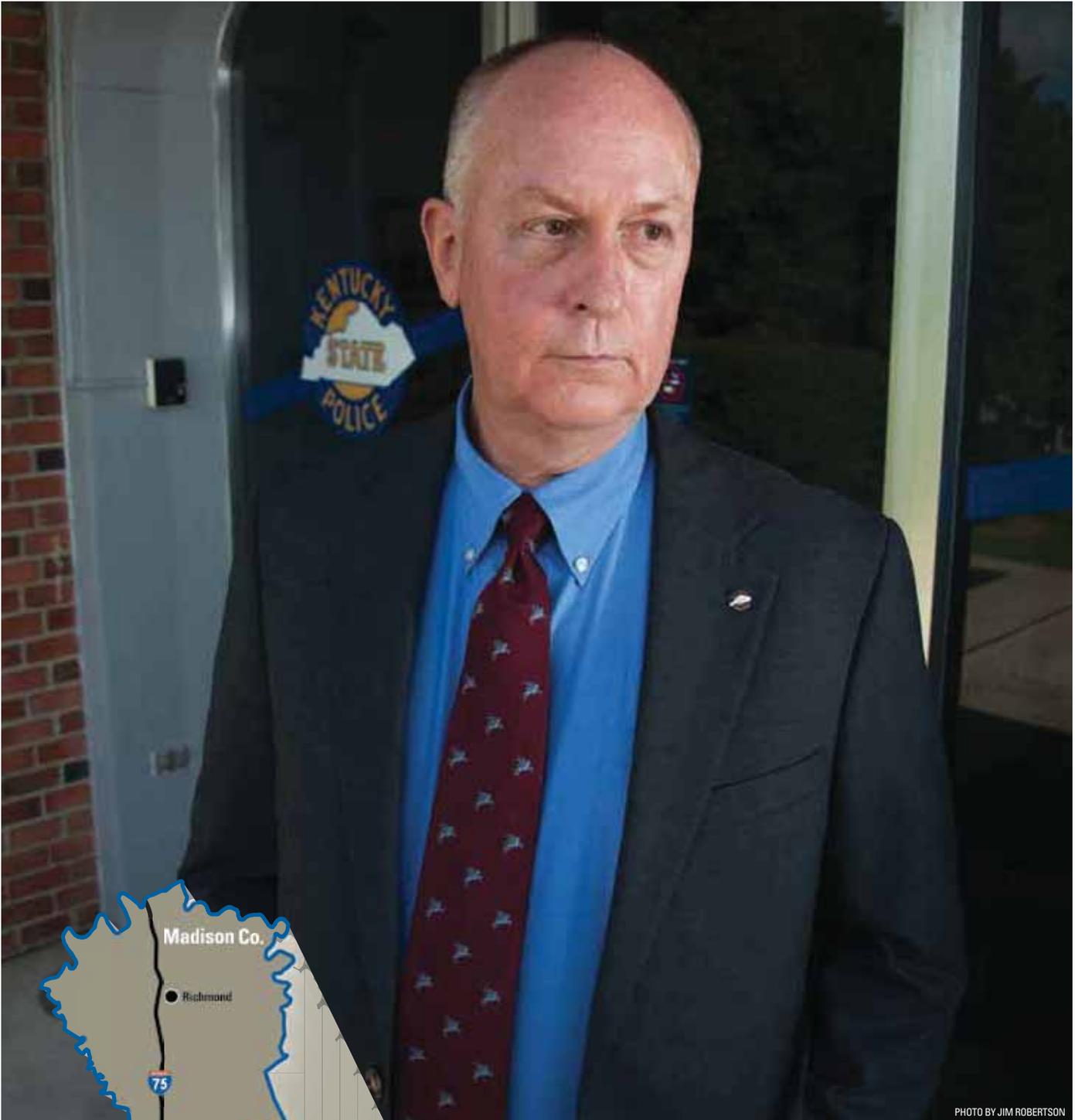


PHOTO BY JIM ROBERTSON



Kentucky State Police Detective
Monte Owens

ABBIE DARST | PROGRAM COORDINATOR

“*This life is not a dress rehearsal, we need to do what we can do and do the best we can because tomorrow is no guarantee.*”

At 61 years young, Kentucky State Police Detective Monte Owens has experienced more in his 40-year career than most dream of, he said. Owens currently is the longest serving trooper working for KSP, and he has no intentions of leaving anytime soon. Besides being a pilot, scuba diver and having been a member of KSP's first Special Response Team, Owens is a skilled detective who has spent nearly half his career building cases to apprehend 'the monsters' that roam Kentucky communities in Post 7's 11-county region. Owens considers himself a true outdoorsman who enjoys camping and leads a Boy Scout troop in Danville. He has been married for 39 years and has two grown children.

You don't work for the state police for the money. When I started we made \$421 a month, but, I would have worked for free. There's something about wearing the gray; there's nothing else like it.

Why have I stayed forever? I don't know — I really like what I do. I'm at a point now where I know that I should be trying to teach the younger guys that are coming up. I was in uniform about 23 years, but honestly it seems like I was in the academy just yesterday. The experiences I have, I need to share those and see that these guys are good detectives and good policemen.

I worked the marijuana detail for years. I repelled and was a spotter. One day, every aircraft we had was broken. My sergeant asked if I would get a ground team and go over to Clay County where he said he found some dope up on a mountain.

I ended up riding up this mountain on the back of a 4-wheeler with another trooper and I was screaming and cussing, and he was having a blast. We finally reached the top and there was a marijuana patch above us and one below us. I said, 'I'll go up and get the one on top and you get the bottom one.'

I have this thing about ticks. I do not like ticks. I came out from cutting this marijuana patch and there were literally hundreds of ticks crawling on me, and I was not happy. I jumped up on the 4-wheeler, and they were so thick, I was literally scraping them off with my knife.

All of a sudden the front end of the 4-wheeler raised up and I thought, 'Oh, this ain't good.' I leaned forward and it raised up a little more, and I literally went off the mountain on the 4-wheeler.

I remember trying to push it away from me and I hit on my leg and hit really hard on my pistol. I was shaken up, my uniform was torn and I was bleeding. But I was still thinking about the ticks and worried that I bent my gun.

The other trooper came scratching up the hill to help. When he got behind me to lift me up, and I put pressure on that leg, I threw up. I knew something was bad wrong. I looked at my knee and it was huge and swollen. I told the other trooper he needed to make a splint because I didn't want that bone coming out, and we had to figure out how to get me off the mountain.

When I got to the hospital, the doctor said, 'Your career is over, you'll never walk again and we'll probably have to amputate your leg.' I lost it; I was scared. Later the bone specialist said, 'I don't have enough pins and screws for your leg, so we'll just see what happens.' But a year later I came back to work.

I became a pilot in the 1990s. I had a little fear of heights, and I wanted to push past that. This life is not a dress rehearsal, we need to do what we can do and do the best we can because tomorrow is no guarantee.

When I was a trooper, I came home and took my uniform off and hung it up, and it was over for the day. But as a detective you go home and you're constantly thinking or plotting about how to get this guy or how an interview is going to work. Then you suddenly realize that what you do, if you don't do it well, you may not solve a murder case or may lose your case in court. It's constant; I wake up in the middle of the night and think about this stuff. But obviously I like it or I wouldn't still be here.

Ernest Hemmingway had a saying, "There is no hunting like the hunting of man, and those who have hunted armed men long enough and liked it, never care for anything else thereafter." When you talk to people and they smile and you can see them get excited when they are talking about killing and you have to sit there and smile back and act like you're getting into it, you have to be a good actor. You have to try to make them believe you're their friend and want to help them. You have to sell it, and it's hard.

There are a lot of monsters in this world. When you get to thinking about it — when you're sitting in a room with them, you have to be able to think like them to get them — and that's scary.

I always try to give victims time to talk and vent — how would you like to be a victim and have someone say, 'I don't have time to talk to you.' It'd be awful, and you should talk to them. But they do have to learn or understand at some point that time should be devoted to someone else.

Retirement scares me. When I was a baby trooper, they'd say you need to do this because it helps your retirement. When I started you had to retire at 55, and honestly I never thought I'd make it. Looking ahead when you're on the other side, I thought, '55 — that's 34 years — I'll get killed before then.'

When you've done what I've done for all these years, how do you retire and turn it off? Some say to go work somewhere else. Well who wants to hire an old state police detective that's dealt with death all his life? If you want to talk about dead bodies, I can tell you that guy's been there so many years and those bugs are that old and this guy's brains were bashed in and he was shot twice by this kind of gun — I can tell you all that stuff. But no one wants to know all that stuff. 🐛

Abbie Darst can be reached at abbie.darst@ky.gov or (859) 622-6453.

When Jail is

Even in her teens, *Melanie's health was a battle. To work through the pain, she popped the top on her prescription pain killers that helped her make it through each day with a little less suffering. Later, as a young mom of two, she needed more medicine each day to help her get by. But before she knew it, the battle she was fighting was addiction, and the one thing that had given her relief from her continued pain was now igniting her suffering.

KELLY FOREMAN | PROGRAM COORDINATOR



PHOTO BY JIM ROBERTSON

*Patient's name has been changed to protect her anonymity.

Not the Answer

“I never had any legal issues or anything like that,” Melanie said of the six years between realizing she had become an addict and getting help. “It was just, financially, you can have a lot of issues, because you’re struggling not to be sick. At some point you go from being high to being sick, and you have to have at least that one pill a day or you’re going to be vomiting over a toilet and it’s going to be bad. So financially, you will do whatever you have to do to get what you need.”

Today, Melanie is a patient at The Infinity Center, a mental health and substance abuse treatment center in Ashland. She takes Suboxone daily as just one part of the medicine-assisted treatment she receives at the center to help wean her off her addiction. She views Suboxone the same way any person would who needs a medication to help them be well.

“I have a diabetic son,” Melanie said. “He couldn’t make it a day without his insulin. For me, while I’m getting better, I can’t make it a day without my Suboxone.”

The Infinity Center owners, Will and Ashley Carter, say Melanie’s situation is not uncommon. What is unique is that Melanie is one of hundreds of suffering addicts who are receiving a holistic-style treatment including Suboxone and cognitive behavioral therapy, Will said. Many opioid-addicted Kentuckians are not that lucky, because the resources available in the state to help this population are grievously limited. At the Infinity Center, Ashley said even with the growth of the practice over the past few years, there is a waiting list of roughly 300 people at any given time.

“Unfortunately, the life of someone seeking addiction treatment would be calling a

center like this and us saying, ‘OK, we are glad you’re ready for treatment, we will see you in six weeks,’ Will said. “And those six weeks are considerably less than everyone else. Trying to find resources if you are labeled as an addict, those limited resources are cut in half because you’re considered a waste of money.”

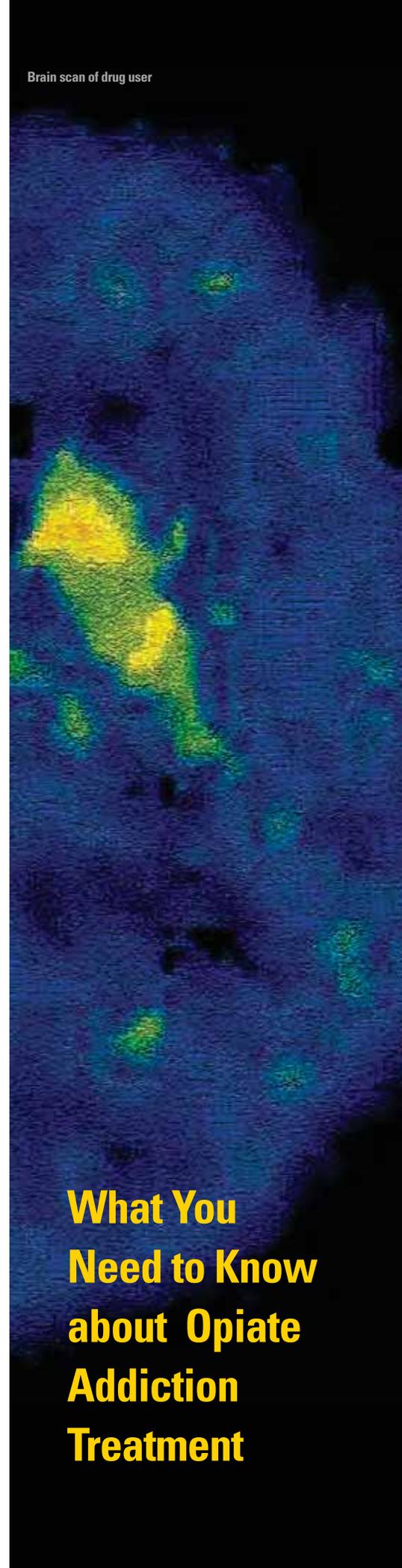
Those limited resources mean addicts seeking treatment often have nowhere to go to get their lives back, Will said. It leaves them on the street and subject to interactions with law enforcement.

“Addiction is something we still know very little about,” he said. “And what we do know evolves constantly. What we know is that if you’re using opiates, we can physically put you in a room for three days — five days at most — and we can get you out of the acute stage of addiction. What does that mean? We can detox you, and we can get all that crap out of your system. We can watch that patient go through horrid withdrawals including vomiting, nausea, diarrhea and increased blood pressure.

“We can watch them walk out of a detox clinic and start using drugs again,” Will said. “And the reason is that we really don’t treat the addictive behavior — the reasons behind why people become addicted.”

THE SUBOXONE CEILING

“Suboxone is a partial opioid antagonist,” Will said. “In the very simplest of terms it means that an opiate such as methadone — which is another popular treatment — is a full opiate. So the receptors in the brain are wide open and they stimulate the receptors in the brain. What Suboxone does as a partial opioid antagonist is it caps those receptors, so it creates a ceiling effect. >>



What You
Need to Know
about Opiate
Addiction
Treatment



▲ Ashley Carter, above, and her husband, Will Carter, below, opened the Infinity Center recognizing the need for holistic addiction treatment. Patients in their Ashland clinic receive both medicine-assisted treatment as well as cognitive behavioral therapy, combined with strict accountability to avoid diversion of their medication.



“Unfortunately, there are bad clinics that practice bad medicine. But there are good clinics that practice good medicine. We need to increase the availability for treatment.”

» “It allows the patient not to get high,” he continued. “But it also stops them from craving.”

Abusing Suboxone is a waste of money, Will said. Because that “ceiling” is created once a patient takes 16 milligrams of the drug. Unlike other drugs, taking more than 16 milligrams does not produce a high.

“Now, you can take so much opiates that you bust through that ceiling,” he said. “But if you bust through that ceiling, it is the worst possible flu symptoms a person could ever expect because they throw themselves into precipitated withdrawal. So it has that neat safety mechanism.”

Suboxone is not the only medicine The Infinity Center and other addiction treatment centers use to help patients addicted to heroin and other opiates. Bunavail, a relatively new drug was FDA approved for opiate treatment in June 2014. Unlike Suboxone, Bunavail is administered via a film that adheres inside the patient’s cheek. Zubsolv is another pill-form medication that dissolves under the tongue. The base of each of these medications is buprenorphine. Unfortunately, Will said Suboxone is the one that seems to have a street value and has received the most negative publicity.

In June, the Lexington Herald-Leader published an article titled, “Drug that was supposed to stem Kentucky’s heroin epidemic creates a whole new problem.” In it, one doctor compares the use of Suboxone treatment to Kentucky’s troubling pill mills.

“But what happened is that a minority of Kentucky doctors started to see Suboxone patients on a cash basis, asking for as much as \$300 for an office visit that included a prescription for the maximum allowable amount of Suboxone,” the article states. “Patients often received no therapy or drug testing. Some patients were on the maximum dose indefinitely.”

This style of Suboxone distribution led to diversion of the drug, the article states, because of the increased number of prescriptions available on the street.

Will concedes that he has seen his share of “bad medicine” that has led to the growing stigma against Suboxone treatment. In fact, The Infinity Center was created in part with the understanding that successful treatment for the addicted population includes a lot more than handing patients a prescription and a bill.

“I think a lot of providers would agree with me that, unfortunately, there are bad clinics that practice bad medicine,” Will said. “But there are good clinics that practice good medicine. We need to increase the availability for treatment instead of decreasing it and overregulating these physicians.”

Will has a deep admiration for local law enforcement who work hard to cut down trafficking, shake-and-bake meth labs and heroin usage, he said. He is emphatic that diversion is unacceptable. But without increasing the availability of substance abuse treatment, he also understands the plight of the addicted population.

“Where do they go? Because I wouldn’t lay in withdrawal,” he said. “You wouldn’t lay in withdrawal. No one would. So what do we do with this population? How do we treat them? You can’t just bust an addict and throw them in jail and hope they will stay clean, because that never works. Right now we bust them, fine them, put them in jail and we really don’t have the infrastructure for treatment.”

SYSTEMATIC ISSUES WITH TREATMENT

The son of an addict, Will entered the healthcare field resolving to serve in any capacity — except addictionology.

“Jesus has a sense of humor, that’s all I can say,” he joked.

His work at a mental health practice evolved into addiction treatment, which led him to begin working on compliance and eventually consultations for other doctors attempting to treat addiction effectively. He quickly recognized systematic issues with the way physicians were working to treat addicts.

“In order to write a prescription for Suboxone, you have to have a unique identifier that is regulated by the DEA,” he said. “So you have to apply for this special number and take an eight-hour class, which can now be done online. And during those eight hours it’s about compliance and the standard of care for prescribing Suboxone. After you complete the course, you can see 30 patients for the first year. After that, you can only see 100. That’s it. I think that’s really important for law enforcement to know. We don’t have the ability to be a pill mill factory because they limit the number of patients we can actually see.”

Eight hours of training on these regulations is simply not enough to prepare a physician for treating this population, Will said. They know the rules they have to follow, but some didn’t know how to structure it. Often, Will said, he would work with doctors, help them set up their practice and anywhere from two to 12 months later he would go back and help them create an exit strategy.

“He or she would become completely overwhelmed,” Will said. “Keeping up with the regulations and this population — they are a very needy population. The doctor would get burned out, frustrated and they would just quit doing it. Or they would run it into the complete ground and then call >>

Don’t wimp out of the fight against opiate addiction

DR. MOLLY RUTHERFORD | PRESIDENT OF THE KENTUCKY CHAPTER OF THE AMERICAN SOCIETY OF ADDICTION MEDICINE AND THE CHIEF MEDICAL OFFICER OF RENEWED YOU CLINIC

Since when is treating a disease, returning people to productive lives and preventing premature death a “good idea gone wrong?”

Several statements from the June 20 article, “Drug that was supposed to stem Kentucky’s heroin epidemic creates a whole new problem,” warrant further discussion.

First, Suboxone is not a medication that should be considered a temporary or quick fix. I wish there were such a solution because addiction is a devastating, chronic, relapsing brain disease that destroys communities, families and lives.

The medical evidence clearly shows that treatment with medications, such as methadone and buprenorphine/naloxone, decreases criminality, injection-drug use and behaviors known to spread HIV and hepatitis C. Similar to medications for diabetes or ADHD, the medication allows patients the chance to live productive lives and have meaningful relationships — but it is not a cure or magic bullet.

A person with diabetes, for example, must modify behavior and take medication to optimize treatment. When diabetics struggle with their treatment plan, we do not dismiss them from our practice or say we will no longer prescribe medication to them. Also we do not talk about regulating treatment of other diseases, even ADHD, which is treated with a controlled substance that is often diverted.

We should apply the same logic when talking about buprenorphine and opioid-use disorders, being sure not to demonize the medication, the illness or the people who want treatment. Doing so will only take us further from helping those suffering and from solving this problem that affects us all.

The article mentions “cash clinics,” suggesting that these are bad doctors who charge cash for treatment involving buprenorphine. However, until 2014 in Kentucky, Medicaid would not pay for a physician visit for opioid-use disorder. The only model of care that was possible was cash payment. Despite the new coverage by Medicaid for these services, there continue to be long waiting lists at our clinic, at the University of Kentucky and even a year-plus wait list at the public methadone clinic. People are literally dying while waiting for treatment.

Would we tolerate this if we were talking about diabetes treatment, while people were losing their eyesight, having strokes and dying prematurely? Why won’t more doctors provide the treatment for Medicaid patients? Perhaps the Herald-Leader can investigate this.

Lastly, the article addresses the increased Medicaid spending on buprenorphine and the fact that it’s diverted and abused. Drs. Michelle Lofwall and Jennifer Havens of the University of Kentucky have shown that lack of access to treatment is the primary cause of buprenorphine diversion in our state.

If you were diabetic but you couldn’t get in to see a doctor, wouldn’t you get insulin through other means?

While Medicaid is spending more money on buprenorphine, we know that every dollar invested in addiction treatment saves up to \$12 in health care, drug-related crime and criminal justice costs. Until we recognize opioid-use disorder as a medical issue primarily and a law-enforcement issue secondarily, we won’t make progress in fighting Kentucky’s opioid epidemic.

Every person in this state is related to or knows someone living the daily hell of this disease, yet many continue to pass judgment on those affected and demonize the medications used to treat it.

It’s time for everyone in Kentucky — including the media, politicians and physicians — to work together to fight this epidemic. ■

Opinion column submitted to Lexington Herald-Leader and published June 29, 2015.
Re-printed with Rutherford’s permission.



- **Medicine-assisted treatment**
- **Cognitive behavioral therapy**
- **Accountability**

>> me when they're in trouble to get them back into compliance."

Even if the doctors were doing everything right, those trying to treat addicts from their private family practice were fighting a losing battle.

"You'd have grandma in the waiting room getting her diabetes medicine next to the classic addicted patient passing out, and grandma wouldn't want to come back to that practice," Will said. "Or you'd have patients in the lobby asking if other patients wanted to sell their pills.

This is the reality of the addiction population."

Doctors were giving up and the number of opiate-addicted patients in and around Kentucky was growing dramatically.

Will decided if he was going to continue in this field, he needed to design something that would be structured strictly as an addiction clinic. The staff members

would be familiar with the addicted population, the doctors would be board certified in addictionology and there would be fail-safe mechanisms in place to make it impossible for a doctor to go into non-compliance. Drawing on his wife Ashley's social work expertise, they also recognized the need for a fully-functioning mental health division. With those needs in mind, The Infinity Center was born.

"We are unique in the aspect that before we write a prescription for a patient, they come in and do a urine drug screen, we get liver function tests, we get blood work — we do a full work up on patients," Will said. "We have found through experience that a lot of these patients, contrary to popular belief, have not seen a physician in five, sometimes 10 years. When they reach bottom and we get them, we want to offer them the most services we can, because we don't know how long we're going to have them. Relapse does happen. So when we get them we are going to test for things like HIV and Hepatitis. Our patients don't even see a physician until they meet with a clinical therapist and attend group therapy twice a month.

"So it's not a cookie cutter, come in, pay a fee and get a prescription through

a window from an office manager kind of practice," Will said. "And that's what separates us."

Additionally, the Infinity Center has its own laboratory, an on-staff pharmacist, an occupational medicine physician, a psychiatrist and a pain management physician. However, Will said, the pain management physician does not practice pain management in the Infinity Center because there is "no grey area in medicine."

"If you are a substance abuse patient and you come in for treatment because you have a drug problem, and, during the course of treatment you sustain an injury," Will said, "you don't get to pick substance abuse treatment and pain management. You get to pick one or the other. The only choice the patient has is to be re-integrated into a system where he knows it may destroy his life to start taking pain medicine again.

"Pain management is a very legitimate area of medicine — done correctly," he continued. "Sometimes we have patients come in who would be more suited for pain management than substance abuse. The physician is able to assess that patient and say, 'You're not appropriate for our program, we need to refer you to pain management.' We would never take someone's money and set them up for failure, we feel it's unethical. So we put this board of doctors together to increase the chances for success as much as we possibly can."

TREATING THE BEHAVIOR

The need for a holistic approach to treat opiate-addicted patients is critical, Ashley said, because it is rare that a patient seeks help for their addiction who isn't facing other serious issues.

"Whether their kids are with social services, they are in a domestic violence situation or they have lost everything and they are homeless," Ashley said. "We screen them and try to identify all the triggers that are contributing to their drug use. Or, if they have had a relapse, we see what is contributing to those relapses. We have two social workers on staff because we know people are not going to be successful in treatment if they don't know where their next meal is coming from. If their physical needs are not met — food, shelter, clothing, medical conditions — they are not going to succeed. We can't just give them a prescription and everything is all better."

These are people with lives and families like everyone else, Ashley said. The patients seeking help at the Infinity Center don't always fit the addict stereotype. In fact, Will said, many of the center's patients are nurses and doctors' wives — people who are in and around the medical field and have access to the medication.

"During intakes, we have seen that most people who already have Suboxone in their systems are either coming from another treatment facility or bought it on the streets in an effort to not be sick until they can get into treatment," Ashley said. "It's not that they say, 'I'm using this with a bunch of other drugs.' They say, 'I have to take care of my family and this is the only way I can do it. It took me three weeks to get into treatment, so I did what I had to do.'"

People, places and things are what have to change in order to keep a patient in recovery, Will said. The goal of using the structure of medicine-assisted treatment is that the patients can be stabilized on the lowest possible milligrams of one of the buprenorphine-based medicines in order to get them — and keep them — out of withdrawal.

"Then we incorporate cognitive behavioral therapy and accountability," Will said. "We treat the underlying mental health condition and then it's a scale where we continuously lower the milligrams of medication so that we can hopefully one day get people off this medication."

Recognizing the opiate-addicted population as people fighting a chronic disease is the first step toward understanding that whether you are a law enforcement official, medical provider or legislator, the end goal is the same — helping Kentuckians lead healthier lives.

"I think knowing that the medication isn't just used as a means to get high or to make a profit and that a lot of people are using it trying to maintain a normal life is important," Ashley said. "Explore that further with the people [officers] encounter and don't assume everyone is doing something bad with the Suboxone. We don't want it to be diverted, but assuming everybody who has it in their possession has it for a bad reason, I don't think is really fair. I think if they saw that side of things a little more, it would benefit our patients and the people they encounter." 🇺🇸

Kelly Foreman can be reached at kelly.foreman@ky.gov or (859) 622-8552.



Every patient at the Infinity Center must submit to therapy sessions as part of their treatment before they receive any medication.



Brian Ramsdale serves as security in the Infinity Center, another part of the Carter's system to prevent diversion and keep their patients accountable.



The Infinity Center employs its own lab personnel for a variety of purposes. Among them is the option during a urine drug screen to test for the metabolite in a patient's system to ensure that their body is metabolizing the medication and they didn't tamper with the urine sample to provide a false report, Will said.

2015

SUPREME COURT UPDATES

The Kentucky Department of Criminal Justice Training provides the following case summaries for information purposes only. As always, please consult your agency's legal counsel for the applicability of these cases to specific situations.

There also are additional summaries of cases not included in this update located on the website. Full text of all U.S. Supreme Court cases may be found at <http://www.supremecourt.gov/>.

MISTAKE OF LAW

Heien v. North Carolina, 135 S.Ct. 530 (2014), Decided Dec. 15, 2014

ISSUE: May a mistake of law, made by an officer, still support an investigatory stop?

HOLDING: The Court agreed all that is required of a traffic stop is reasonable suspicion, and that makes allowance for a mistaken understanding of a traffic law. (The statute in question was somewhat ambiguous.)

ARMED CAREER CRIMINAL ACT

Johnson v. U.S., --- U.S. --- (2015), Decided June 26, 2015

ISSUE: Is the residual clause of the Armed Career Criminal Act void for vagueness?

HOLDING: The Court ruled that the above statute, which adds to a sentence if the individual has prior convictions for violent conduct, is void due to lack of an adequate definition of what would qualify as violent conduct.

PREGNANCY DISCRIMINATION

Young v. United Parcel Service, 135 S.Ct. 1338 (2015), Decided March 25, 2015

ISSUE: Must women who need temporary accommodations, such as lifting restrictions, during their pregnancy, be treated in the same way as other employees who need such accommodations?

HOLDING: The Court agreed that although temporary accommodations are never required, if an employer does provide temporary accommodations for some employees for non-job-related medical issues, it also must do so for pregnancy.

FREEDOM OF SPEECH

Elonis v. U.S., 135 S.Ct. 2001 (2015), Decided June 1, 2015

ISSUE: Does federal law require that an individual have the mental state to transmit a "true threat?"

HOLDING: The Court concluded the federal statute in question required that the individual must have the mental state to transmit a true threat. The case was remanded as it was not argued under the correct standard.

SEARCH AND SEIZURE — MANDATORY DISCLOSURE

City of Los Angeles v. Patel, --- S.Ct. --- (2015), Decided June 22, 2015

ISSUE: May municipalities require business owners to submit to an examination of their business records without a court order (such as an administrative subpoena) or an exigent circumstance?

HOLDING: The Court agreed that requiring a private business to turn over records pursuant to an ordinance, without appropriate limitations, is an unlawful search. However, nothing prohibits a business from giving valid consent to do so. (The Court acknowledged some situations would allow for it, specifically liquor sales, firearms dealing, mining and running an automobile junkyard.)

SEARCH & SEIZURE — K-9

Rodriguez v. U.S., 135 S.Ct. 1609 (2015),

Decided April 21, 2015

ISSUE: May a traffic stop be prolonged, absent at least reasonable suspicion, to allow for a drug sniff by a K-9?

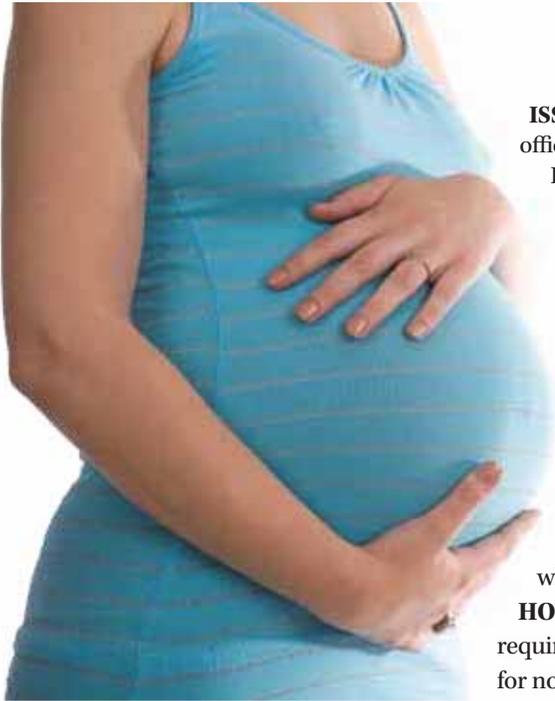
HOLDING: The court agreed that a traffic stop may not be extended to wait for a K-9, without at least reasonable suspicion.

FORCE — PRETRIAL DETAINEES

Kingsley v. Hendrickson, --- S.Ct. --- (2015), Decided June 22, 2015

ISSUE: What standard should be applied to evaluate the legality of use of force against an incarcerated pre-trial detainee?

HOLDING: The Court agreed that objective standard is the appropriate standard for an evaluation of use of force against a pretrial detainee who is incarcerated. That standard must be applied from the perspective of a reasonable officer at the scene, and when a jail is involved, must also take into consideration the need to maintain order and discipline in the facility.



Please note, the latest cases in this summary have not yet been assigned official citations.



SEARCH AND SEIZURE — KNOCK AND TALK

Carroll v. Carman, 135 S.Ct. 348 (2014), Decided Nov. 10, 2014

ISSUE: Is it clearly established that in a knock and talk, the front door must be approached first?

HOLDING: The Court agreed that it was not clearly established law that only the front door could be approached, and recognized that in certain factual situations, another door might be understood to be a “common entry point for visitors.”

CAPITAL PUNISHMENT

Glossip v. Gross, --- U.S. --- 2015, Decided June 29, 2015

ISSUE: Does the drug protocol for an execution require proof that the subject will encounter no pain?

HOLDING: The Court noted that because capital punishment is legal, there must be a way to carry it out. Although no method is perfect, the protocol in question (which used three drugs sequentially) was adequate and constitutional, even though there is a possibility the subject will suffer some pain.



FIREARMS

Henderson v. U.S., 135 S.Ct. 1780 (2015), Decided May 18, 2015

ISSUE: May a court approve the transfer of a felon’s guns, being held by law enforcement, to a third party?

HOLDING: The Court agreed that although a felon may not possess firearms, it was permissible for the court to approve the individual transferring the guns to someone (such as a dealer) who would not be a straw purchaser, acting as a temporary go between.

FORCE

City and County of San Francisco v. Sheehan, 135 S.Ct. 1765 (2015), Decided May 18, 2015

ISSUE: Is it clearly established that officers must take a subject’s disability into consideration while making a deadly-force decision?

HOLDING: The Court agreed that the ADA does not require officers to take an individual’s disability into consideration when making a use-of-force decision that is otherwise justified.

FOURTH AMENDMENT

Grady v. North Carolina, 135 S.Ct. 1368 (2015), Decided March 30, 2015

ISSUE: Is a civil monitoring program potentially a violation of the Fourth Amendment?

HOLDING: Grady was convicted of sexual offenses, and following the completion of his sentence, was ordered to wear a monitoring device for the rest of his life. The court agreed that placing a location-monitoring device on an individual is a search.

FEDERAL LAW (BANK ROBBERY)

Whitfield v. U.S., 135 S.Ct. 785 (2015), Decided Jan. 13, 2015

ISSUE: Does the “forced accompaniment” provision of federal bank robbery law require that the victim be taken any minimum distance?

HOLDING: The Court agreed that federal law, which enhances the sentence for a bank robbery if a victim is forced to accompany the robber, does not mandate a specific minimum distance. In this case, moving the victim to another room was sufficient.

RELIGIOUS DISCRIMINATION

EEOC v. Abercrombie & Fitch Stores, Inc., 135 S.Ct. 2028 (2015), Decided June 1, 2015

ISSUE: Must a prospective employee actually request a religious accommodation before [the employer] has an action for failing to hire because of a need for such an accommodation?

HOLDING: The court noted that the rule for claims based on failure to accommodate a religious practice is straightforward – a religious practice may not be used as a factor in employment decisions. Also an employer may not make assumptions as to what type of accommodations individuals might need. Further, otherwise neutral policies (in this case, a no-headwear policy) must give way to the need for a religious accommodation that does not present a safety or other hazard.



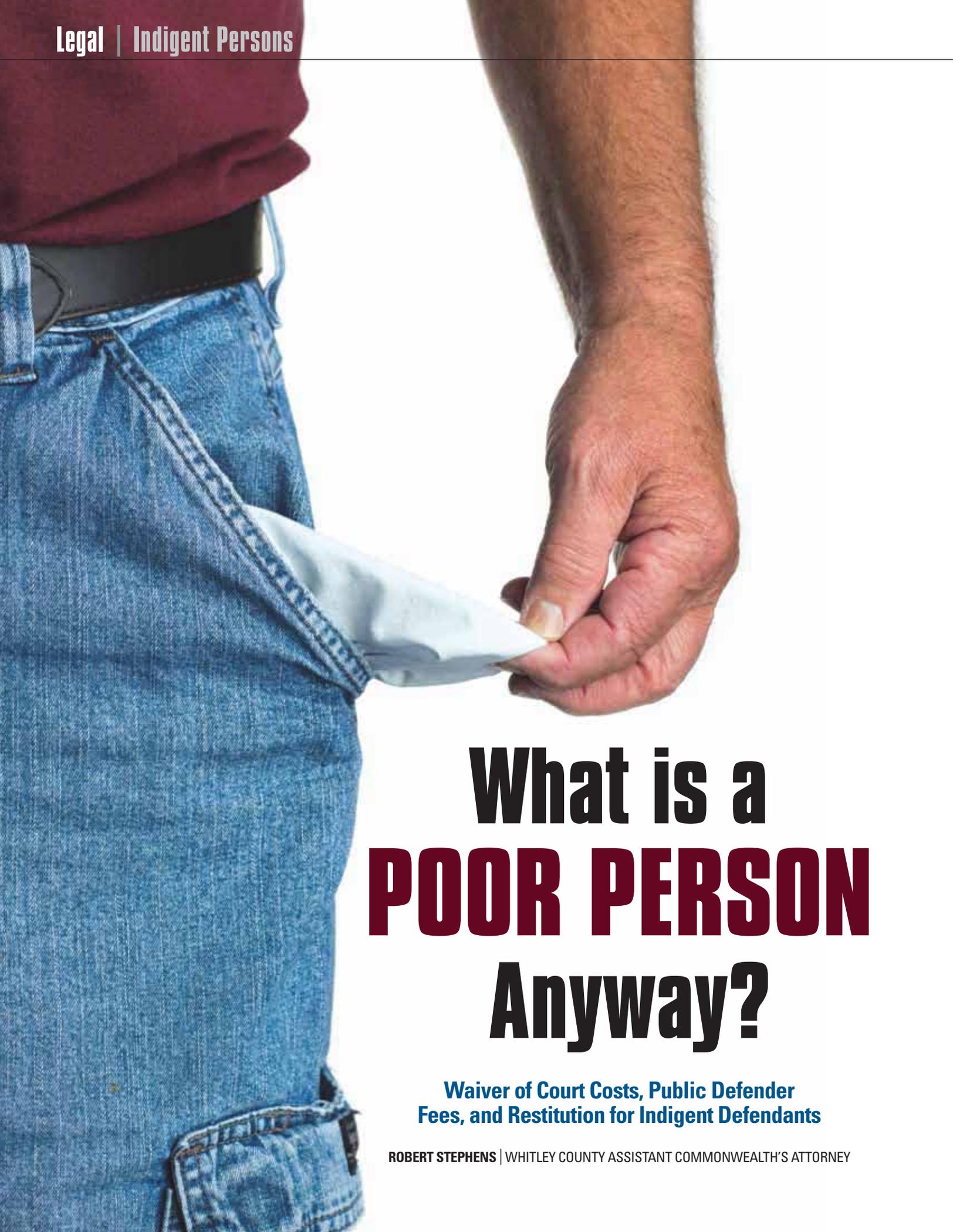
CONFRONTATION CLAUSE

Ohio v. Clark, 135 S.Ct. 2173 (2015), Decided June 18, 2015

ISSUE: Does a statement made to a teacher by a young child implicate the Confrontation Clause?

HOLDING: The Court ruled that statements made by a young child to a teacher, concerning child abuse, were not testimonial, as the statements were not made with the primary purpose to enable law enforcement to pursue prosecution. The Court agreed the statements were made to meet an ongoing emergency, and the teachers had a valid reason to question concerning the perpetrator.





What is a **POOR PERSON** Anyway?

**Waiver of Court Costs, Public Defender
Fees, and Restitution for Indigent Defendants**

ROBERT STEPHENS | WHITLEY COUNTY ASSISTANT COMMONWEALTH'S ATTORNEY

At least since the U.S. Supreme Court's decision in Gideon v. Wainwright, 372 U.S. (1963), it has been settled law in our nation that indigent, criminally-accused persons must be provided with appointed legal counsel if they cannot afford to hire an attorney. Many states, including Kentucky, have granted that right while insisting that defendants make some remuneration for the services provided by public defenders representing them in court. Does one's status as an indigent defendant permit or even require the waiver of court costs once brought to answer a criminal charge? Does one's indigent status also require the waiver of repaying restitution to the victims of one's crimes?

COURT COSTS:

The issue lately has arisen of whether the Court is allowed to waive court costs for an indigent defendant. This issue was conclusively answered by the Kentucky Supreme Court in Maynes v. Commonwealth, 361 S.W.3d 922 (Ky. 2012). In that case the defendant objected to paying Court costs since he legally was indigent. The Supreme Court held that the Jefferson Circuit Court was correct in ordering Maynes to pay court costs, since KRS 23A.205 controls over the older and less specific statute KRS 31.110(1), which would otherwise would appear to require not charging court costs.

The "oft cited opinion" in Edmonson v. Commonwealth, 725 S.W.2d 595 (Ky. 1987), "reversed an order imposing KRS 23A.205 costs and held that because KRS 31.110 addresses specifically the rights of indigent defendants accused of serious crimes, its provisions regarding the waiver of costs take precedence over KRS 23A.205's more general provision imposing costs." The Supreme Court in Maynes, however, specifically overruled Edmonson in this regard because under the rules of statutory construction, the most recent version of KRS 23A.205 is both more recently enacted than that of KRS 31.110 and is more specific. The only way, therefore, for the Court to permit the defendant not to pay court costs is if the Court finds the defendant is a "poor person" as defined in KRS 23A.205.

What factors should the Court address to define the meaning of a "poor person" under KRS 23A.205? The statute itself in relevant part reads as follows:

The taxation of court costs against a defendant, upon conviction in a case, shall be mandatory and shall not be subject to probation, suspension, proration, deduction or other form of nonimposition in the terms of a plea bargain or otherwise, unless the court finds that the defendant is a poor person as defined by KRS 453.190(2) and that he or she is unable to pay court costs and will be unable to pay the court costs in the foreseeable future KRS 23A.205(2).

KRS 453.190(2) states:

A "poor person" means a person who is unable to pay the costs and fees of the proceeding in which he is involved without depriving himself or his dependents of the necessities of life, including food, shelter or clothing.

Under the plain reading of the above statute, the Court must look at whether paying the court costs in his case will cause the defendant to deprive "himself or his dependents of the necessities of life, including food, shelter or clothing." The Court must, of course, consider whether the defendant is currently able to work, or is likely to be able to work in the foreseeable future; the defendant's obligations and necessary debts (rent, transportation costs, etc.); and alternate sources of support for the dependents (do dependents have other caretakers, do dependents or other guardians have supplemental sources of income/support, such as WIC or governmental food supplement programs?).

The circuit court in Maynes found (and the Supreme Court upheld) that, despite Maynes' contention that he had been unemployed for some time and had recently become a father, he was not "disabled or >>

Legal Definitions

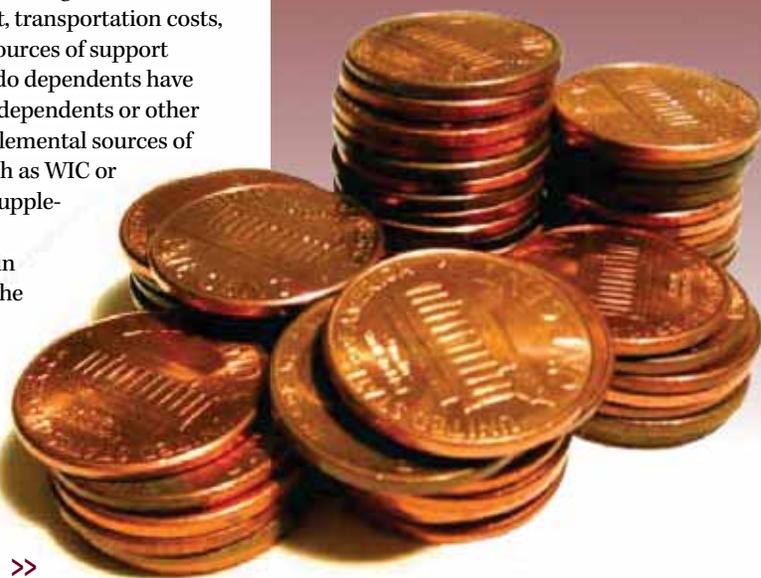
Kentucky law defines a person as indigent in the following statute, for the purposes of public defenders:

<http://www.lrc.ky.gov/Statutes/statute.aspx?id=43333>



For the purposes of restitution, Kentucky law defines a poor person in this statute:

<http://www.lrc.ky.gov/Statutes/statute.aspx?id=19559>





>> otherwise incapable of holding a job” upon his release from incarceration. The Court does strongly imply that in cases of more than 20 years imprisonment, the defendant would not be reasonably expected to pay court costs in the foreseeable future. The Court in that context stated, “Without some reasonable basis for believing that the defendant can or will soon be able to pay, the imposition of court costs is indeed improper.” The burden, however, is on the defendant to show, under the provisions of KRS 23A.205 and 453.190 that he is a “poor person” who cannot pay the court costs; otherwise, he must pay court costs.

How does this play out in actual cases? There must be, if raised by the defendant, a case by case determination of whether an indigent defendant is also a “poor person” who can have all court costs waived.

PUBLIC DEFENDER FEES AND RESTITUTION

Tangentially, Kentucky’s position on waiver of court costs for “poor person[s]” also raises the question of whether this stance permits, or even mandates, a waiver of restitution obligations for indigent defendants who are also

“poor person[s]” per the above statute. What about payment of public defender fees? This is no hypothetical musing. A recent, albeit unpublished, decision of the Kentucky Court of Appeals raised the issue of whether someone classified as indigent, for the purpose of paying a public defender, can be relieved of the obligation to pay restitution, in effect, court cost. (An unpublished opinion simply means it may not be cited as binding precedent, but it can be considered by the court.) In Wallace v. Commonwealth, 2015 WL 603395, the defendant appealed the Circuit Court’s order denying his motion to convert a fine to a definite jail term to run concurrently with his 10-year sentence. The Court of Appeals noted, however, that what Wallace actually meant was “the propriety of imposing court costs, restitution, and a public advocate fee,” as the Circuit Court had imposed those but not fines. Finding the failure to determine Wallace’s status as a “poor person,” or not, under Maynes to be a real error, the Court of Appeals reversed and remanded the case with instructions to hold a hearing to determine Wallace’s status, or not, as a “poor person” under KRS 23A.205.

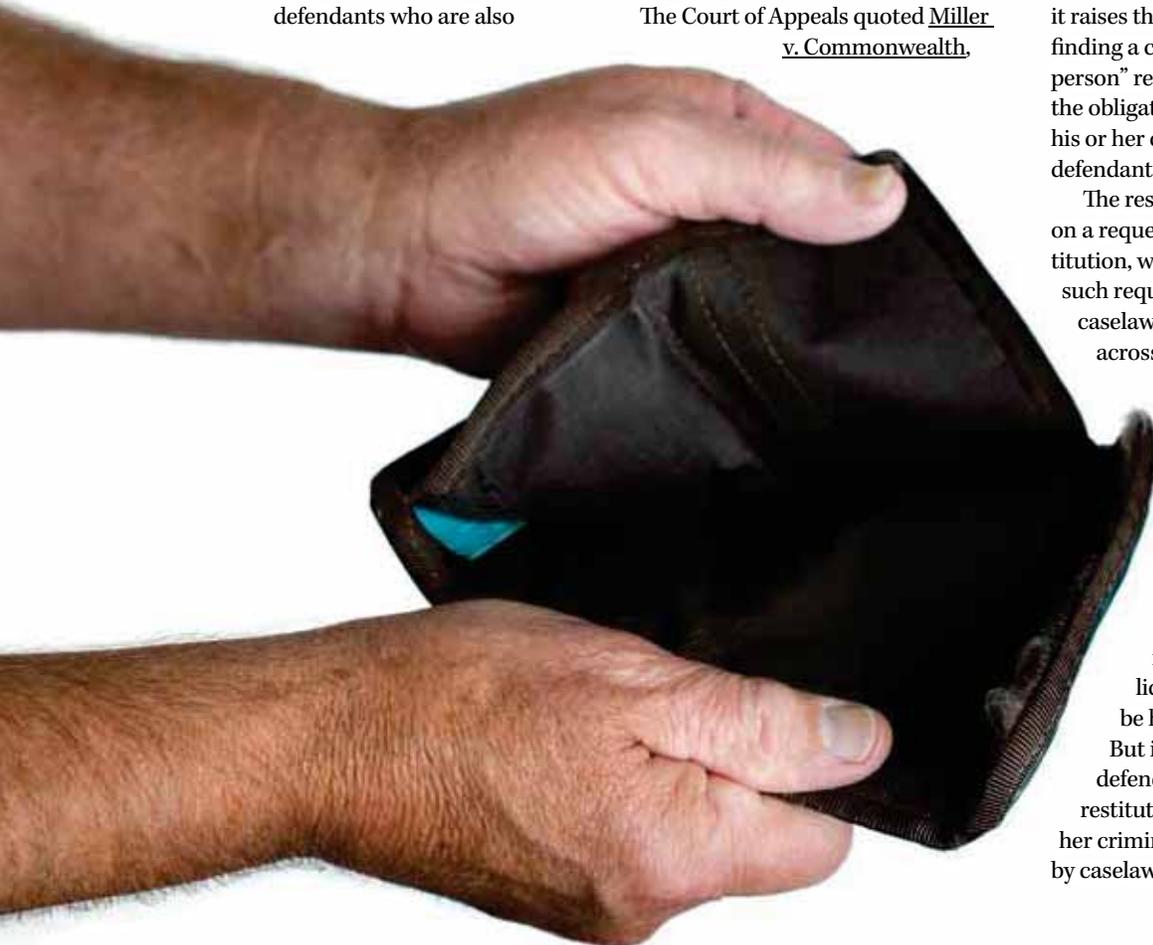
The Court of Appeals quoted Miller v. Commonwealth,

391 S.W.3d 857 (Ky. 2013) for the proposition that if the defendant cannot pay court costs, neither can he “pay a partial public defender fee.”

The Court then succinctly surmised, “We believe the same logic applies to restitution.” The Court of Appeals continued, “Consequently, findings regarding Wallace’s financial situation and his ability to pay court costs, restitution and public defender fees are necessary to prevent manifest injustice.” The Court’s addition of restitution to the list of payment obligations to be lifted if the defendant is found to be a “poor person” under KRS 23A.205 is not, however, supported by caselaw (as was the waiver of public defender fees and court costs), or ultimately based on the interpretation of statutes (as was the waiver of court costs in any case.) The waiver of restitution appears to have been raised by the Court of Appeals on its own. While this is one case, and an unpublished one at that, it raises the question of whether a court, finding a criminal defendant to be a “poor person” relieves a convicted defendant of the obligation to pay back the victims of his or her crime for damages caused by the defendant during the crime.

The response from the commonwealth, on a request by the defendant to waive restitution, would thus appear to be to oppose such request because it is unsupported by caselaw or statute. Prosecutors in courts across the commonwealth commonly face motions requesting the waiver of court costs, public defender fees and restitution. Caselaw is clear on how to handle court costs after such a motion is made, and the Circuit Courts can rule as is appropriate given a particular defendant’s financial and work situation. Public defender fees probably must be handled accordingly, as well.

But in no case should the convicted defendant be permitted a waiver of restitution to repay the victim of his or her criminal act, as such is unsupported by caselaw or statute. ■





Sheriff Mickey Arnold

Union County Sheriff's Office

Sheriff Mickey Arnold became a part-time officer for the Sturgis Police Department in 1979. He was hired full-time in August 1983 and went to the police academy. In July 1987, he was hired by the Union County Sheriff's Office as the first second-shift deputy, and has worked in the sheriff's office ever since. Arnold was the Union County School Resource Officer for nine years. He grew up in a police officer's house: his father, Otis Arnold, was a police officer for 20 years and the Grayson County Sheriff from 1970 to 1973. His mother was a police dispatcher and worked for the police and sheriff's offices for more than 20 years. On August 1, 2010, their son was sworn in as the current Union County sheriff. Arnold and his wife Patty, have three children, sons, Mickey Jr. and Christopher Arnold, and daughter Chelsea Fromm. They are blessed with one granddaughter, Katie Arnold.

HOW DID YOUR LAW ENFORCEMENT CAREER COME ABOUT?

I started working for the ambulance service when I was 17. When I turned 21, I went to work part time for the Sturgis Police Department. In August of 1983, I was hired full-time and sent to the police academy, Class No. 150. My father was a police officer and also a sheriff for more than 20 years. My mother was a dispatcher, and worked for the city and county departments. I grew up in the policing environment and love helping people.

WHAT ARE SOME FIRSTS IN YOUR LAW ENFORCEMENT CAREER?

In 1987, I was hired by Union County Sheriff Ron Girten as the first second-shift deputy. I was the first school

"The children may leave the county quiet and shy, but return full of stories and smiles wanting to share what they've done and seen. We enjoy taking the children there and picking them up to hear about their week."

resource officer in our county. I policed the Union County High School and Middle School for nine years.

HOW HAS TECHNOLOGY MADE POLICING EASIER?

Technology has come a long way from the ticket book my father used in 1958. The ticket was the size of a 3 x 5 card. Today, it is the size of a sheet of notebook paper, and they can be generated by a computer in your car. They can then be submitted electronically to the courts. You may also obtain access to warrants and other court information through these computers.

HOW DO YOU IMPROVE YOUR DEPARTMENT IMAGE?

We try to improve our image and enforce the law at the same time, while being

respectful and considerate to everyone. We try to work with the public.

HOW IS COMMUNITY POLICING MORE THAN JUST A PROGRAM FOR YOU AND YOUR DEPARTMENT?

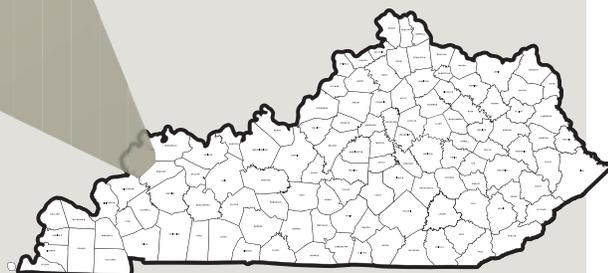
We are asked to do public speaking: school groups, 4-H, Boy Scouts, etc. We police ballgames and attend county functions trying to keep the community educated. We conduct the drug take-back program year around, where we collect expired or unused drugs.

WHY IS THE KENTUCKY SHERIFFS' ASSOCIATION BOYS AND GIRLS RANCH IMPORTANT TO KENTUCKY'S YOUTH?

The Sheriff's Ranch is an awesome camp experience for children who can't afford to go to summer camp. Some of the children have never been out of Union County. So seeing the lake is quite an experience for them. The children may leave the county quiet and shy, but return full of stories and smiles wanting to share what they've done and seen. We enjoy taking the children there and picking them up to hear about their week.

WHAT NEW PROJECTS DO YOU HAVE ON THE HORIZON?

We are trying to upgrade our technology and training at every opportunity possible. We strive to better serve our community, in whatever ways possible. 🇺🇸





SWITCH

How to Change When Change is Hard

Change is difficult sometimes. “Switch — How to Change When Change is Hard,” by Chip and Dan Heath, explores a phenomenon that change occurs “easier” when all components involved are aligned. A concept of a person riding an elephant while traveling a path demonstrates the difficulty of change.

To effect change, the change-maker must appeal to the rider (rational side), the elephant (emotional side) and the situation (path they are on). When all are aligned, the change seems easier to accept. In “Switch,” the Heath brothers use the metaphor of “The Happiness Hypothesis” by Jonathan Haidt, of humans and how they relate to an ability to change. The rider part of the brain thinks long term, plans, spins his wheels and overanalyzes issues (planning and direction). Whereas, the elephant — the emotional part of the brain — performs daily activities, seeks the easiest path, looks for instant gratification and has the energy to get things done. The “path” or process of

change needs to be as frictionless as possible, due to limits of self control. The easier the change path, the smoother the change will be.

Directing the rider requires clear, distinct direction by showing him where to go, how to act and what destination to pursue. When the rider is unsure what to change, point out the bright spots and look for easy, quick wins, and identify what’s working and how can you do more of it. Direct the rider toward a solution rather than letting him overanalyze the problem. The Heath brothers refer to asking “The Miracle Question” about what is working. It’s not so much asking what is working, but what the tangible signs are that it actually happened and is working?

When we have too many options, it becomes very tiring and turns into decision paralysis. When the rider guides the elephant down a path and new options arise, the elephant will insist on taking the most familiar path. Uncertainty makes the elephant anxious and ambiguity is the enemy. Successful change requires solid behaviors, not uncertainty.

Shrinking change means helping the elephant see small steps of progress to the goal. Make those accomplishments visible. It promotes hope, which is what the Heath brothers call elephant fuel.

Another way to motivate the elephant is to grow your people. When making decisions, they rely on one of two basic models: consequences or identity, according to James March, a professor at Stanford University. Making decisions using the consequences model entails weighing costs and benefits of options and making the choice that maximizes our satisfaction. In the identity model, there is no consideration of consequences or advantages.

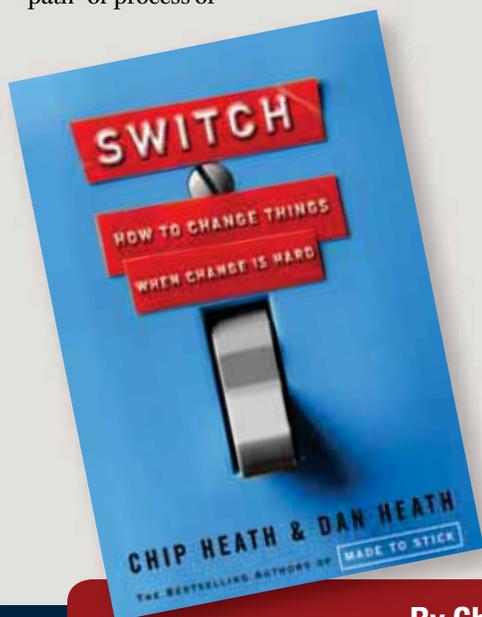
If a change somewhat violates a person’s identity, it probably will fail. It’s more a question of how to make your change a matter of identity rather than a matter of consequences.

Any quest for change will involve failure at some point. The elephant hates to fail so you must create the expectation of failure — not failure of the mission itself, but failures along the way. Your mindset will determine how you handle failure. A growth-mindset compliment praises effort rather than natural skill.

The rider and elephant intricately differ. Sometimes paths need adjusting. When a behavior becomes a habit, it’s almost like being on autopilot. For the most part, you don’t even have to think about what you’re doing, you just do it out of habit. Not only changing your environment, but also having a mental plan plays an important part of building habits. This mental plan is called an “action trigger.” Action triggers serve as a motivator to do things you know you need to do. In other words, it preloads a decision. One action triggers the next action.

Behavior is contagious. We imitate behaviors of others, especially in unfamiliar situations. When leading the elephant on an unfamiliar path, chances are it will follow the herd. So, make sure the herd is going where you want it to go. Point out those going the right direction so the elephant follows.

So how do you get the change process to continue? Take small steps at a time and look for bright spots to serve as reinforcement with a clear view of the destination. Change isn’t an event, it’s a process. When change works, it’s because the rider, elephant, and path are aligned in support of the switch. 🐘



By Chip and Dan Heath, Crown Publishing, New York, NY, 2010, pp. 320

STRANGE STORIES FROM THE BEAT

» Teens live stream ice cream theft on Periscope

Two 16-year-old boys broke into a semi-trailer loaded with ice cream and had the bright idea to broadcast the incident on Twitter's live-streaming app, Periscope. Somebody else using the Periscope app saw the video and called police, providing enough information to track the teens. Questioned by police, the pair reportedly admitted to the theft and said they dished it out and left it on neighbors' porches as gifts. The suspects were arrested and charged with theft and burglary in juvenile court.

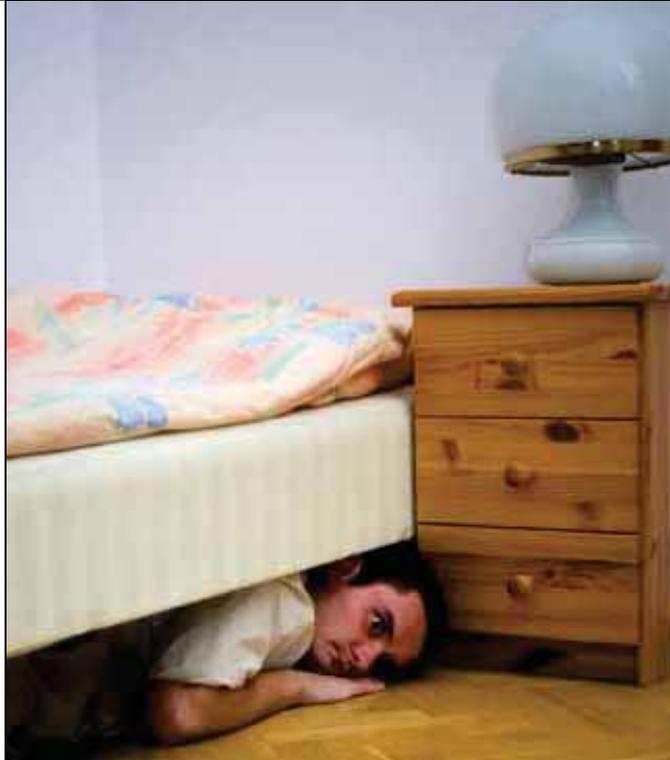


» Florida man head-butts bus, loses

A Florida man reportedly got off a bus and realized he was at the wrong stop, but the bus driver would not let him back on unless he paid a new \$2 fare.

The suspect walked away, but minutes later, returned, and can be seen on surveillance video taking a slight running start before head-butting the bus's passenger door.

The suspect can be seen staggering for a few moments, before lying on the ground for several seconds. He then gets up and walks away.



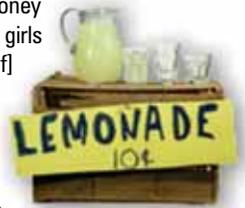
Intruder hides under bed for three days

A man was arrested after police received a 911 call about an intruder in a home. The intruder got into the house through the front door while the homeowner was taking out the garbage.

He then hid under a bed in a spare bedroom for three days until the homeowner heard a noise, found him and called the authorities. Hubbard is charged with burglary, criminal trespass and theft of service. That last one is because he allegedly charged his four cell phones while hiding under the bed.

When life gives you lemons — take the money and run

Two 13-year-old girls had set up a lemonade stand when a man came up and said he had no cash, but wanted some lemonade. The girls gave him some and the man began to walk away. But then he came back, pushed over the stand and fled with the money box. One of the girls said, "[The thief] just ran back and kind of pushed the table towards us and took the money and just kept running." It took only minutes for a sheriff's deputy to find and arrest the 18 year old on suspicion of strong-arm robbery. Authorities said he was carrying \$30 from the lemonade stand. Nope. It was stolen.



Drunk driver asks directions to McDonald's

When a drunk driver pulled up next to a police officer and asked for directions to a McDonald's restaurant, the officer was not lovin' it. Police in western Massachusetts received a report of an erratic driver. When an officer responded, the driver pulled alongside the squad car and asked how to find the home of the Big Mac. He was "slurring his words and appeared dazed," according to a police report. They say he had a blood alcohol level more than three times the legal limit.



» IF YOU HAVE ANY funny, interesting or strange stories from the beat, please send them to jimd.robertson@ky.gov

Put More On Your Plate!



KLEMF.org

KENTUCKY LAW ENFORCEMENT MEMORIAL FOUNDATION